

Office of the Police and Crime  
Commissioner for Surrey

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To all Chief Officers (via Police & Crime  
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February 2019

### **Chief Constable of Surrey Police**

I am about to embark on a selection process to recruit Surrey's next Chief Constable; a significant appointment and a decision of critical importance. On behalf of the people of Surrey, I am determined to find the best possible person to lead the Force and to make Surrey Police the outstanding service that our communities expect and deserve. I am therefore clear that the process to find the right individual will be entirely based on merit, fairness and openness.

The purpose of this letter is to set out those qualities that I personally will be seeking through this appointment and to encourage those Chief Officers who believe they meet these criteria to consider applying. First and foremost, the next Chief Constable will be a talented individual who will provide inspirational leadership and demonstrate a strong public service ethos, with the needs of the public at the forefront of his or her decisions and actions. To succeed in this role, you should be a dynamic and visionary leader with a passion for policing and a strong desire to provide the best service for the residents of Surrey.

My expectation is to build a relationship with the Chief Constable which is both robust and challenging but with a common purpose, centred upon the delivery of excellent policing. The relationship should be one based on mutual respect and understanding of our respective roles and one where we can foster honest and open dialogue.

It is imperative that the next Chief Constable is able to lead and inspire the talented and committed officers and staff who work within the service, recognising that people are the Force's most important asset. The Chief Constable will lead by example, acting with integrity and encouraging our people to flourish. I have witnessed the emergence of a positive Force culture based on the empowerment and trust of officers and staff and I would expect this progress to continue.

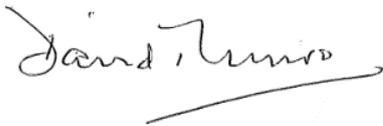
Surrey is a safe county with high levels of public confidence. But of course, it is not without its challenges. However, under the leadership of our last Chief Constable, Surrey Police has made marked strides towards becoming an 'outstanding' police force in the eyes of the policing inspectorate. The strategy for Surrey, as set out in the Police & Crime Plan, is achieving results and the next Chief Constable will need to build on this success, bringing with them a proven track record of achievement. Yet, I would also expect you to be open to challenge and change. Success and progress come through creative thinking and the successful applicant will be given the encouragement and space to generate new ideas, challenge accepted practices and to make their

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mark on the Force so it can develop to the benefit of its officers and staff and, of course, to the residents we all serve.

I expect the Chief Constable to be an ambassador for the Force; an effective communicator, able to command the respect of the officers and staff who work with him or her, to develop new partnerships across a range of organisations and to strengthen existing ones.

If you feel that you can bring your flair and leadership skills to meet our challenges and to lead Surrey Police, then I would welcome your application. Should you wish to discuss this opportunity, please contact Alison Bolton, Chief Executive to the Office of the Police & Crime Commissioner (contact details at the top of this letter).

A handwritten signature in black ink that reads "David Munro". The signature is written in a cursive style and is underlined with a single horizontal stroke.

**David Munro**  
Police and Crime Commissioner