

Policing Professional Profile

Superintendent

Job Family:	Core Rank
Level:	Service Function Lead/Force Leader
Code: (for College use only)	CR-SL-Supt. v1.2

Role Purpose

(This section summarises the key function of the role)

Superintendents lead a large and/or complex area of command within forces and across collaborations, strategic alliances and partnerships, carrying responsibility for all activities in their area. They may also carry responsibility for strategic or policy lead for one or more areas of policing across the force or organisation.

Superintendents also play a critical lead role in operational policing for major or critical events or incidents; planning and directing the activities in line with the legal framework and wider policing policies/objectives to uphold the law and ensure public safety and strengthen public confidence. This role carries specific legal powers to enable the maintenance of law and order.

Superintendents contribute to the development of culture, climate and working processes in their area to ensure adherence to standards, and the promotion of accountability and continuous improvement.

Key Accountabilities

(This section details the key responsibilities required of the role)

- Lead the development and implementation of policy and strategy in areas of responsibility, in line with force/organisational and national directives, and contribute to the development of force/national policy in order to ensure compliance with legal and operational requirements and ensure continuous service improvement and consistency of practice.
- Develop resource and budget plans for their areas of responsibility, in line with force priorities, in order to enable delivery of the force or organisation's policing plan.
- Lead, motivate, engage, manage and develop a team of policing professionals and provide leadership to a significant area of command/area of responsibility, protecting and promoting workforce wellbeing and professional standards to enable a high performing team.
- Lead responses to major events and serious/complex investigations, setting strategic/tactical objectives and priorities, assessing and managing threats/risks and directing the deployment of resources to ensure an appropriate and effective response in line with legal and force requirements.

- Fulfil the authorising responsibilities of superintending ranks and maintain operational oversight, holding accountability for compliant policing responses in order to achieve operational objectives and protect the public.
- Lead, manage and co-ordinate the allocation of appropriate resources within a significant area of command/area of responsibility, in line with force/ organisational priorities in order to meet demand and maximise the efficient use of resources.
- Negotiate and control internal and external budgets within areas of responsibility and partnership arrangements, influencing budget allocation, in order to meet the force or organisation's priorities and make financial savings where required to maximise value for money.
- Lead and manage performance within a significant area of command/area of responsibility, to meet appropriate standards and address areas of organisational underperformance in order to deliver on force/organisational objectives.
- Lead collaboration/strategic alliance with other forces/organisations, managing resources and capability within a complex collaboration arrangement with multiple stakeholders and organisational constraints, in order to drive resource efficiencies and consistency of service delivery.
- Develop, manage and maintain strategic relationships with local and regional partners, effectively influencing and collaborating to enable the achievement of objectives for the force/their area of command/responsibility to improve public safety and build trust and confidence in policing.
- Develop and own the strategy for the force's/organisation's response in respect of an incident or investigation to the media, wider public and external stakeholders and represent the force/organisation to provide information, improve visibility and build confidence in policing.
- Lead the assessment of future demands and emerging threats within area of command/area of responsibility, developing and adapting operational and workforce plans to ensure that these demands are effectively anticipated and met.
- Lead the design and implementation of significant organisational change projects or programmes within area of command/area of responsibility, in order to drive continuous improvement to public safety and best practice in service delivery.

Behaviours

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels:

Resolute, compassionate and committed

We are emotionally aware

Level 3

We take ownership	Level 3
Inclusive, enabling and visionary leadership	
We are collaborative	Level 3
We deliver, support and inspire	Level 3
Intelligent, creative and informed policing	
We analyse critically	Level 3
We are innovative and open-minded	Level 3

Education, Qualifications, Skills, and Experience

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior education and experience:

- Typically, a Superintendent will have operational experience at Inspector/Chief Inspector level.
- Met all necessary local and national promotion criteria.

Policing Education and Qualification Framework (PEQF):

The Policing Education Qualifications Framework (PEQF) for the rank of Sergeant and above has still to be confirmed. It is expected that if there is an educational requirement for the rank of Chief Superintendent and above it will be at Level 7. More information is expected in late 2018, following further consultation by the College of Policing. However, any new requirements agreed with the Service will require development before implementation. Consequently the existing promotion requirements will continue to apply for the foreseeable future.

Skills:

- Skilled in planning and objective setting to medium and long-term cycles, co-ordinating a complex range of activities.
- Able to make operational and business decisions, applying appropriate frameworks, models and risk management processes and anticipating the implications of decisions.
- Able to allocate resources appropriately across the function and utilise commercial acumen to make risk-based decisions that deliver effective outcomes within the available budget.
- Able to apply or devise problem solving methodologies or specialised concepts and methods of analysis (or commission them from others), to clarify and/or solve multifaceted and complex problems.
- Able to identify relevant potential opportunities/threats and assess the impact of events and trends to inform internal planning.

- Able to use a range of communication and influencing techniques and methods to successfully negotiate, collaborate and/or effect change.
- Skilled in engaging a diverse range of stakeholders and partners to enable effective collaboration which draws upon a diverse range of skill sets.
- Able to lead, develop and motivate a diverse team; creating strong engagement with the function's performance objectives and with Force values and behaviours.
- Able to hold themselves, individuals and the wider team to account for performance and behaviours.
- Skilled in coaching and mentoring to enable appropriate career and professional development.
- Able to drive cultural and operational change across a diverse team, creating a culture of innovation and creativity.
- Able to operate with political astuteness, able to understand how to most effectively challenge the status quo.

Continuing Professional Development (CPD)

(Outlines continuing professional development activities which will enable the individual to maintain and enhance competence in the role)

Superintendents should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples.

Below are some suggested examples but are by no means exhaustive:

- Maintain currency of College of Policing Guidance, best practice and any local policy applicable to the operational police context and leading and managing teams.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to support and inform a pro-active and preventative approach to policing.
- Maintain and update key knowledge, understanding and skills relating to legislation policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of new approaches to evidence based policing research and analysis synthesise these into working practice.
- Maintain a working knowledge and understanding of new and evolving crime threats and priorities; and current best practice to tackle these in order to enable a pro-active and preventative approach.
- Complete all annual and mandatory training.
- Maintain knowledge and understanding of performance management process and ensure they are implemented effectively when managing teams.

Professional Registration/Licences

(Outlines any ongoing registration or licensing requirements of the role)

Not applicable.

Links to other profiles

(Indicates links to NPoCC role profiles, or other professional profiles which should be read in conjunction with this professional profile, please note this may not be exhaustive)

You may need to refer to more than one professional profile to find the full description of your role, for example a Detective Superintendent, will be working to meet the accountabilities of the:

- Core Superintendent profile
- Strategic Investigator (PIP4) or,
- Head of Crime

Please review the specialist profiles to identify any relevant additional profiles for your role.