

## ROLE PROFILE



<b>Role Title:</b>	<b>Superintendent</b>
<b>Rank/Grade:</b>	<b>Superintendent</b>
<b>Reporting to:</b>	<b>Chief Superintendent</b>
<b>Main purpose of the role:</b>	<p>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.</p> <p>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.</p> <p>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.</p>

<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	

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Financial e.g. Limits/Mandates	Non-Financial e.g. Staff Responsibility
<ul style="list-style-type: none"> <li>Budgetary responsibility for the post.</li> </ul>	<ul style="list-style-type: none"> <li>Managers and staff within the teams of the post.</li> </ul>

Entry Requirements
<ul style="list-style-type: none"> <li>Typically, a Superintendent will have operational experience at Inspector/Chief Inspector Level.</li> <li>Met all necessary local and national promotion criteria.</li> <li>Skilled in planning and objective setting to medium and long-term cycles, co-ordinating a complex range of activities.</li> <li>Able to make operational and business decisions, applying appropriate frameworks, models and risk management processes and anticipating the implications of decisions.</li> <li>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.</li> <li>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.</li> <li>Able to identify relevant potential opportunities/threats and assess the impact of events and trends to inform internal planning.</li> <li>Able to use a range of communication and influencing techniques and methods to successfully negotiate, collaborate and/or effect change.</li> <li>Skilled in engaging a diverse range of stakeholders and partners to enable effective collaboration which draws upon a diverse range of skill sets.</li> <li>Able to lead, develop and motivate a diverse team; creating strong engagement with the function's performance objectives and with Force values and behaviours.</li> <li>Able to hold themselves, individuals and the wider team to account for performance and behaviours.</li> <li>Skilled in coaching and mentoring to enable appropriate career and professional development.</li> <li>Able to drive cultural and operational change across a diverse team, creating a culture of innovation and creativity.</li> <li>Able to operate with political astuteness, able to understand how to most effectively challenge the status quo.</li> </ul>

Any other General Requirements/Scope
<p>Superintendents should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples.</p> <p>Below are some suggested examples but are by no means exhaustive:</p> <ul style="list-style-type: none"> <li>Maintain currency of College of Policing Guidance, best practice and any local policy applicable to the operational police context and leading and managing teams.</li> <li>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.</li> <li>Maintain and update key knowledge, understanding and skills relating to legislation policy and practice across all functional policing areas of operational responsibility.</li> <li>Maintain knowledge and understanding of new approaches to evidence based policing research and analysis synthesise these into working practice.</li> <li>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.</li> <li>Complete all annual and mandatory training.</li> <li>Maintain knowledge and understanding of performance management process and ensure they are implemented effectively when managing teams.</li> </ul>

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### Personal Qualities (Behavioural Competencies)

#### We are emotionally aware

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

#### We take ownership

I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. I define and enforce the standards and processes that will help this to happen. I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance. I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

#### We are collaborative

I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities. I create an environment where partnership working flourishes and creates tangible benefits for all.

#### We deliver, support and inspire

I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the police service to achieve this vision. I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. I motivate and inspire others to deliver challenging goals.

#### We analyse critically

I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. I use my knowledge of the wider external environment and long-term situations to inform effective decision making. I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

#### We are innovative and open-minded

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. I work to create an innovative learning culture, recognising and promoting innovative activities. I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.