

## Superintendent (Generic)

<b>Service Unit</b>	Force Command
<b>Team</b>	Force Team
<b>Responsible to</b>	Chief Superintendent (Police Staff equivalent)
<b>Scale and Salary Range</b>	National Pay Spine: £72,075 - £84,783pa
<b>Vetting Status</b>	SC / MV minimum
<b>Politically Restricted</b>	Yes
<b>CVF Level</b>	Level 3

### Job Purpose

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.

### Principal Duties and Responsibilities

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.

## Superintendent (Generic)

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.

Identify, develop, and maintain partnerships with key external partners and stakeholders to understand emerging threat, risk, harm, vulnerability and safeguarding to ensure the effective delivery of and operational response to crime and scientific services.

Manage resources and budgets under area of responsibility to ensure the effective and efficient delivery of investigations against the objectives set by the Chief Officer team.

Ensure that supervisory officers are aware of their responsibilities for the health, welfare, wellbeing and development of police and police staff within their command.

Support the Chief Constable to lead Cleveland Police, embedding the organisational culture and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service.

Support the executive team in driving forward organisational change, including Towards 2025, to enhance policing and deliver an efficient, effective, and legitimate service for the communities of Cleveland.

Playing a significant part in leading the Force's response on behalf of the Chief Constable to Crime and Investigation and Prevention.

Effectively measure, evaluate, and report on performance within their own area of responsibility, using findings to drive improvements in service delivery.

## Superintendent (Generic)

Develop and maintain strategic relationships with local and regional partners, other agencies, and forces, effectively influencing and collaborating to enable the achievement of objectives for their area of responsibility whilst taking account of differing needs, to improve public safety and build trust and confidence in policing.

Represent Cleveland Police at a local, regional, and national level to the public, media, and other external stakeholders to support the Chief Constable to promote visibility, connect with the public and build confidence in policing.

Effectively manage and encourage development, change and innovations, ensuring enhanced productivity, value for money and continuous improvement in problem solving and evidence-based policing.

### Note

**All staff are to comply with confidentiality laid down in the General Data Protection Regulation 2019, the Management of Police Information (MOPI), and the Official Secrets Act (which you will be bound for, for life).**

**All Staff are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police.**

## Superintendent (Generic)

Person Specification	
Essential knowledge, skills, and experience (E)	Desirable knowledge, skills, and experience (D)
Knowledge and Qualifications	
The educational requirement for a Superintendent has still to be confirmed. Should an educational requirement be agreed, the expectation is that it would be set at Level 7 (Post Graduate). Information will be made available in due course by the College of Policing.	
Experience	
Substantive Chief Inspector.	Experience of operational command within either firearms, public order, or criminal investigation.
Operational command experience at rank of Chief Inspector, with ability to plan for and improve performance for victims of crime.	
Experience of successfully engaging with and influencing partnerships in the public, private and voluntary sectors.	
Experience of influencing successful organisational development change and innovation.	
Experience in, and understanding of, investigation, intelligence, and associated practices.	
Skills / Abilities	
Skilled in planning and objective setting to medium to long term cycles, co-ordinating a range of complex 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 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	

## Superintendent (Generic)

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 operate with political astuteness, able to understand how to most effectively challenge the status quo.	
Able to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.	
Able to lead, develop, and motivate a diverse team; creating strong engagement with the function's performance objectives and with Force values and behaviours.	
Skilled in mentoring and coaching 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.	
<b>Other</b>	
Participate in appropriate On call/Senior leader roster(s).	
Role model the Force behaviours and values.	
Committed to Continual Professional Development (CPD) to remain competent in role.	
Ability to meet the travel requirements of the role.	

**Note** - The above list is not exhaustive and other duties commensurate with the rank may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post. Being part of a small team there will be a requirement for the role holder to work flexibly, across other areas of the Force, taking responsibility as and when required.

Version Control	
Reason for Version Change	Version date
Placed on new template	August 2021
Updated to reflect amendments to generic COP Superintendent profile	September 2022



## Superintendent (Generic)

### Competency and Values Framework (CVF) for Policing: Level 3

Set out below are the Cleveland Police Behaviours and Values drawn from the College of Policing's Competency and Values Framework for Policing. A candidate's behaviours/values will be measured at interview.

Competency	Level 3 – Senior Manager / Executive
<b>Emotionally aware</b>	<ul style="list-style-type: none"> <li>I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.</li> <li>I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.</li> <li>I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.</li> <li>I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.</li> <li>I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</li> </ul>
<b>Taking ownership</b>	<ul style="list-style-type: none"> <li>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.</li> <li>I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.</li> <li>I define and enforce the standards and processes that will help this to happen.</li> <li>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.</li> <li>I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.</li> <li>I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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).</li> <li>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.</li> <li>I create an environment where partnership working flourishes and creates tangible benefits for all.</li> </ul>
<b>Deliver, support and inspire</b>	<ul style="list-style-type: none"> <li>I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.</li> <li>I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</li> <li>I ensure that everyone understands their role in helping the police service to achieve this vision.</li> </ul>



## Superintendent (Generic)

	<ul style="list-style-type: none"> <li>• I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</li> <li>• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</li> <li>• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</li> <li>• I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</li> <li>• I motivate and inspire others to deliver challenging goals.</li> </ul>
<b>Analyse critically</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.</li> <li>• I use my knowledge of the wider external environment and long-term situations to inform effective decision making.</li> <li>• I acknowledge that some decisions may represent a significant change.</li> <li>• I think about the best way to introduce such decisions and win support.</li> </ul>
<b>Innovative and open-minded</b>	<ul style="list-style-type: none"> <li>• I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.</li> <li>• 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.</li> <li>• I work to create an innovative learning culture, recognising and promoting innovative activities.</li> <li>• 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.</li> <li>• I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</li> </ul>

Values	All Levels
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• I always act in line with the values of the police service and the Code of Ethics for the benefit of the public</li> <li>• I demonstrate courage in doing the right thing, even in challenging situations</li> <li>• I enhance the reputation of my organisation and the wider police service through my actions and behaviours</li> <li>• I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations</li> <li>• I am open and responsive to challenge about my actions and words</li> </ul>



## Superintendent (Generic)

	<ul style="list-style-type: none"> <li>• I declare any conflicts of interest at the earliest opportunity</li> <li>• I am respectful of the authority and influence my position gives me</li> <li>• I use resources effectively and efficiently and not for personal benefit</li> </ul>
<b>Impartiality</b>	<ul style="list-style-type: none"> <li>• I take into account individual needs and requirements in all of my action.</li> <li>• I understand that treating everyone fairly does not mean everyone is treated the same</li> <li>• I always give people an equal opportunity to express their views</li> <li>• I communicate with everyone, making sure the most relevant message is provided to all</li> <li>• I value everyone's views and opinions by actively listening to understand their perspective</li> <li>• I make fair and objective decisions using the best available evidence</li> <li>• I enable everyone to have equal access to services and information, where appropriate</li> </ul>
<b>Public Service</b>	<ul style="list-style-type: none"> <li>• I act in the interest of the public, first and foremost</li> <li>• I am motivated by serving the public, ensuring that I provide the best service possible at all times</li> <li>• I seek to understand the needs of others to act in their best interests</li> <li>• I adapt to address the needs and concerns of different communities</li> <li>• I tailor my communication to be appropriate and respectful to my audience</li> <li>• I take into consideration how others want to be treated when interacting with them</li> <li>• I treat people respectfully regardless of the circumstances</li> <li>• I share credit with everyone involved in delivering services</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• I ensure that my decision-making rationale is clear and considered so that it is easily understood by others</li> <li>• I am clear and comprehensive when communicating with others</li> <li>• I am open and honest about my areas for development and I strive to improve.</li> <li>• I give an accurate representation of my actions and records</li> <li>• I recognise the value of feedback and act on it</li> <li>• I give constructive and accurate feedback</li> <li>• I represent the opinions of others accurately and consistently</li> <li>• I am consistent and truthful in my communication</li> <li>• I maintain confidentiality appropriately</li> </ul>

Further detailed information on the CVF can be located by clicking on the following link:

<https://beta.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf>