



Civil Nuclear Constabulary

Policing Professional Role Profile

Chief Superintendent Role Profile

Role Purpose (summary of the key functions of the role)

- Chief Superintendents lead multiple large and/or complex areas of command within forces and across collaborations, strategic alliances and partnerships, carrying responsibility for all activities in their area, often acting as part of the Chief Officer Team. They also carry responsibility for strategic and/or policy lead for one or more areas of policing across the force or organisation.
- Chief 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.
- Chief superintendents lead the development of culture, climate and working processes across multiple areas of responsibility to ensure adherence to standards, and the promotion of accountability and continuous improvement.

Key Accountabilities (responsibilities of the role)

- Provide strategic leadership to an organisational division, leading the development and implementation of policy and strategy in own 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, consistency of practice, maximisation of divisional objectives and risks are managed with associated plans to ensure delivery.
- Influence the Force/organisation planning process by addressing and developing resource and budget plans for their areas of responsibility, in line with force priorities, in order to ensure sustainability of ongoing divisional capacity and capability to deliver against strategic goals.
- Through team and one to one coaching, lead, motivate, engage, manage and develop a team of senior policing professionals and provide leadership across multiple areas of significant 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 or critical incidents, providing strategic command setting 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 across multiple areas of significant 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's/organisation's priorities and make financial savings where required to maximise value for money.
- Lead and manage performance across multiple areas of significant command/responsibility, setting appropriate standards and address areas of organisational underperformance in order to deliver on force/organisational objectives.
- Lead collaboration/strategic alliance across multiple areas of significant command, 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, regional and national partners, effectively influencing and collaborating to enable the achievement of objectives for the force/area of command/responsibility to improve public safety and build trust and confidence in policing.
- Act as conduit to Executive team and Police Authority members providing recommendations on emerging issues.
- 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 across multiple areas of significant 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 across multiple areas of significant command/area of responsibility, in order to drive continuous improvement to public safety and best practice in service delivery.

Skills and experience (outlines skills to enable fulfilment of the role)

Prior Education and Experience:

- Typically, a Chief Superintendent will have operational experience at Superintendent Level.
- Met all necessary promotion requirements in line with Force policy.

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

- Maintain knowledge and understanding of Police Regulations and 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.
- Role model continuing professional development, coach and/or mentor colleagues, leading by example by sharing learning and reflections to support the professionalisation of the police service.
- 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.
- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level, wherever possible taking advantage of shadowing and/or secondment opportunities.
- Successfully complete all annual and mandatory training.
- Maintain knowledge and understanding of performance and capability management process and ensure they are implemented effectively when managing teams.

Competency and Values Framework (CVF)

The competency and values framework (CVF) is a key document for everyone working in policing. It provides clear expectations so that staff can be effective in their roles and uphold the Code of Ethics for policing.

The CVF helps to embed the Code of Ethics into recruitment and assessment processes and ensures that the principles underlying it are considered. The CVF was developed by the College, in consultation with officer and staff associations.

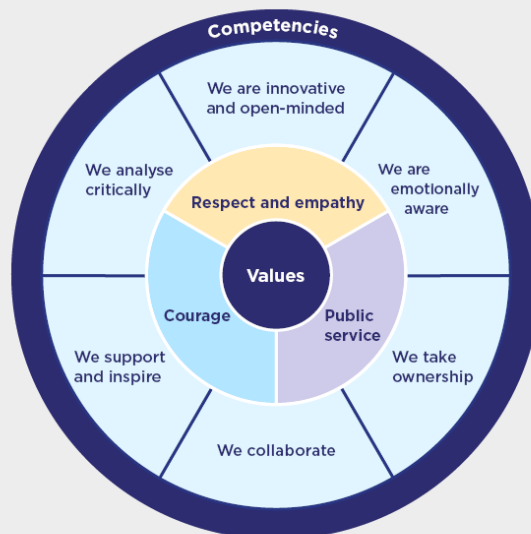
The competency and values framework (CVF) provides clear expectations for everyone working in policing. It describes the behaviours required by you, as a police officer or member of staff, to be effective in your role and uphold the [Code of Ethics](#). It plays a significant role in the recruitment, assessment, and development of officers and staff at every level.

The CVF 2024 is made up of:

Three Values

Six competencies

The CVF provides a summary of these values and competencies, starting with a description that includes an explanation of why it is important. This provides the context needed to have a full and complete understanding of expectations in the workplace.



Each competency and value includes a list of example behaviours. These are examples and are not intended as a comprehensive list of all behaviours under the competency or value. There will be many more ways of demonstrating the behaviour that falls within the competency or value area, as defined by the description.

The Chief Superintendent role should be working towards the following levels:	
We are emotionally aware	Level 3
We take ownership	Level 3
We collaborate	Level 3
We support and inspire	Level 3
We analyse critically	Level 3
We are innovative and open minded	Level 3

We are emotionally aware – Level 3**What being emotionally aware means**

We make the effort to understand ourselves, our colleagues, and all those we serve so that we can manage our own emotions and understand the emotions of those around us. We can manage our emotions in stressful situations, understanding the underlying reasons for our behaviour as well as understanding how other people may feel in a given situation.

Working in policing can be tough, so we seek out the appropriate support and care we need for ourselves and others so that we do not just cope but thrive at work.

Being emotionally aware also means being sensitive to the cultural and individual differences between people. We seek to understand the thoughts, feelings and concerns of those we meet and ensure that this is considered in the response we provide.

Why being emotionally aware is important

Being emotionally aware makes us all more effective at understanding others and addressing their needs as well as our own.

The way in which we conduct ourselves is just as important as what we do.

Communicating and acting politely and with compassion helps to maintain public trust and promotes better policing outcomes.

We all experience the world differently and can be individually affected by it, so it is important that we consider how and why those around us may feel the way they do.

Understanding this helps us to appreciate when others may not be able to fully express or articulate their own thoughts and feelings.

Understanding ourselves means that we can improve our own resilience and therefore cope more effectively during challenging and emotionally charged situations. It also allows us to recognise others who may be struggling and support them wherever we can.

3.1 I recognise my own emotions and the way they might impact on others and regulate this to provide and role model consistent leadership.	☐
3.2 I seek to understand influences on organisational culture, and work to improve it where appropriate by role-modelling policing values.	☐
3.3 I champion behaviours and ways of working that promote wellbeing throughout my organisation.	☐
3.4 I understand how my style of leadership affects other people and use this insight to promote organisational effectiveness, inclusivity and ethical behaviour.	☐
3.5 I create a supportive and compassionate organisational culture that recognises and values all people.	☐

We take ownership - Level 3

What taking ownership means

We take personal responsibility for what we do ourselves, and for making policing better and our force more effective.

Through our actions, we deliver tasks in a way that is timely and effective and help others do the same.

We make decisions that are appropriate to our level and area of work, being clear why we do so (for example, by using decision-making models) and accepting responsibility for our judgements. We seek feedback without being defensive so that we can learn from our mistakes and reflect on opportunities to build on our strengths.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision-making and try to address this. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why taking ownership is important

Our work is safety-critical and of huge public interest – so delivering it effectively and efficiently is of the highest priority to ourselves and to the public. We all face different kinds of challenges that are not always in our comfort zone, so every one of us needs to feel confident and able to take appropriate responsibility.

Not all decisions need senior leader approval: where necessary, we can respond more swiftly to challenges using our professional judgement, always ensuring we have a clear rationale for our decision making.

These behaviours mean that we are empowered, effective and able to learn from our experiences and mistakes. Doing so allows us to own and see successes through our delivery of results, and not just by whether a particular process has been followed.

4.1 I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance.	☐
4.2 I put in place measures that will allow others to take responsibility effectively and support them to improve their performance.	☐
4.3 I take an organisation-wide view, acknowledging where improvements can be made and take responsibility for making these happen.	☐
4.4 I promote a culture that responds to mistakes with learning rather than with blame.	☐

We collaborate – Level 3**What collaboration means**

We can only deliver effective policing by working with others – not just with the colleagues we see daily, but across our whole force, with other organisations and with the public.

We take time to know our stakeholders and build sustainable and strong partnerships with them so we can make the most appropriate contribution to shared objectives. Often, our job means we need to establish effective ways of working with new people beyond our usual teams, including sometimes at great speed and under pressure.

We aim to work effectively with colleagues, communities and external partners by sharing our skills, knowledge and insights to achieve the best results and reduce ‘silo working’. Our engagement seeks to not only deliver joint solutions but to also share appropriate information and develop new ways of providing services together. In all our dealings with our partners, we make sure that they feel valued.

Why collaboration is important

Demands on the police come from diverse sources and are not defined by organisational and geographical boundaries. We work together regardless of differing cultures, backgrounds, priorities and needs. We do this proactively to establish the networks needed to tackle the complex demands and operational needs we face, and to make us more effective in urgent situations.

This means that we need to influence and negotiate to achieve positive outcomes for everyone. Working collaboratively allows us to harness strengths and resources for the good of all – but this requires us to build relationships and break down barriers.

It is critical for us to build and retain trust and confidence with communities and partners. A key part of achieving this is through the way in which we work with others.

5.1 I build strong partnerships by finding common ground with others, acknowledging their different priorities and negotiate effectively with them.	☐
5.2 I am politically astute and understand how national policy and politics affects our partners. This allows me to work effectively within decision-making structures.	☐
5.3 I use my knowledge of our partners’ and stakeholders’ interests and concerns to anticipate conflict before it happens.	☐
5.4 I support stakeholder relationships to enable things to get done by the most appropriate partners.	☐
5.5 I create a culture and environment in which partnership working flourishes and creates tangible benefits for all.	☐

We support and inspire – Level 3**What supporting and inspiring means**

We understand the vision for the organisation. We apply our organisation’s values in our day-to-day activities to provide inspiration and clarity to others. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We understand how we have an impact on the success of our organisation and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands, and to help others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why supporting and inspiring is important

To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service as a whole and individually.

We can all help to support and motivate each other to ensure that we are working as effectively as possible, enabling us and those around us to perform at our best. We should all act as organisational role models.

6.1 I communicate clear goals that give a compelling direction to people from a range of different backgrounds, to inspire them to work towards those goals.	☐
6.2 I anticipate issues that will hinder delivery and remove barriers to getting things done.	☐
6.3 I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.	☐
6.4 I communicate how the overall vision links to specific plans and objectives, making it relevant to the work people are doing to provide the best possible service.	☐
6.5 I monitor changes in the external environment, taking action to influence where possible to adapt and ensure organisational goals are met.	☐

We analyse critically – Level 3

What it means to analyse critically

We analyse diverse information and the best available evidence to make decisions and understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide-ranging sources of other evidence to give ourselves a greater view of what is happening underneath the surface.

We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers. But we will always try to gather facts and robust information to be able to think tactically and strategically.

Why analysing critically is important

Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we can analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

1.1 I create a work environment that values the effective use of high-quality analysis and decision-making.	☐
1.2 I identify root causes, even in ambiguous or unclear situations, and ensure my organisation goes beyond treating only the symptoms.	☐
1.3 I use my knowledge of the strategic context, external environment and long-term trends to inform effective decision making.	☐

1.4 I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and earn support.	☐
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We are innovative and open minded – Level 3

What being innovative and open-minded means

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being as flexible in our approach as required to ensure the best outcomes.

We seek to ensure we are open to new and different ways of working. To do this we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions. As leaders we create environments where innovation can thrive and support people in finding new ways of tackling the issues policing faces.

Why being innovative and open-minded is important

New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions and be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce pressure later.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the public we serve.

2.1 I am flexible in my approach, changing my plans to make sure that I have the best impact.	☐
2.2 I look for good practice that is not always from policing and consider how I can apply it in my role.	☐
2.3 I provide space and encouragement to help others stand back and review their objectives and approach. This helps them to adopt fresh perspectives and identify improvements.	☐
2.4 I anticipate future challenges and changes by using my knowledge of trends within and outside policing.	☐
2.5 I generate creative ways to harness opportunities or meet challenges that arise from changing trends in policing.	☐

The CVF – Values

Values are beliefs which are important to us as individuals, and which motivate particular behaviours and actions. Policing is a deeply ethical profession.

The three values in the CVF are derived from the [ethical policing principles](#) and support everything we do:

- [Courage](#)
- [Respect and empathy](#)
- [Public service](#)

These principles are mainly reflected in the values, but some aspects are incorporated in the competencies where appropriate.

Courage	
This means making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute. When we are motivated by courage, we actively uphold the ethical standards of the police service so that we do the right thing even when the circumstances are difficult. We set good examples, challenge unprofessional behaviour and all forms of prejudice and discriminatory behaviour, and any activity which undermines the impartiality of policing. We build and maintain the confidence of the public, our colleagues and partners through the way we conduct ourselves. We maintain professional boundaries with those we serve and work with to help protect ourselves and those around us. We are open about what we have done and why and keep our promises so we can be relied on when needed. We support an environment where ethical issues or unprofessional actions can be raised, questioned, challenged, reported and addressed. We are honest and open in our interactions and decision making. We have the courage to respond to criticism with professionalism. <i>We act with courage when we:</i>	
do the right thing, even when it feels difficult	☐
act as role models to encourage professional and ethical behaviour in others	☐
challenge behaviours, language and attitudes that undermine our profession and support others to do the same	☐
stand up against discrimination, prejudice and hate in all its forms	☐
engage in difficult conversations when we hear or see unprofessional behaviour	☐
address incidents of unprofessional conduct and take appropriate action	☐
are open and responsive to scrutiny and challenge	☐
are honest and truthful, giving accurate representations of our actions and records	☐

Respect and empathy

This means encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.

When we are motivated by respect and empathy, we ensure people feel valued and listened to. We treat them with patience and courtesy where possible, recognising that sometimes we may need to prioritise safety and security. We give them opportunities to share their views and take these views into account. We seek to understand other people's perspectives and recognise they can differ from our own.

We engage with people who have a wide range of experiences and needs and provide a service that takes into account each individual's unique circumstances. We ensure everyone, regardless of background or circumstance, is treated equally and fairly, recognising the need to tailor our responses to individual needs to ensure we are being fair and respectful.

We understand and recognise that people may respond differently to the same situation.

We are careful to recognise and manage our biases, so they do not stop us from engaging with people with different needs and experiences equally and fairly.

We show respect and empathy when we:

treat everyone with dignity and respect, even in challenging circumstances	☐
give people an equal opportunity to share their views and take these into account	☐
recognise and manage our biases to ensure we make fair and objective decisions	☐
take action to understand and appreciate other people's experiences, values and beliefs and how they differ from our own	☐
promote equality and celebrate difference	☐
respond fairly, impartially and with sensitivity to people's needs	☐

Public Service

When we are motivated by public service, we respect the authority and influence afforded to us by our role in society and the responsibility we have in using our policing powers. We apply those powers lawfully, proportionately and when necessary.

As we strive to help deliver good outcomes for the public we serve, we seek to find opportunities to learn and improve ourselves as professionals. We reflect on our actions and decisions to see what could be changed to improve the service we offer the public.

We have a responsibility to ensure that we act in the best interest of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We respond to different communities, taking into account their history and experiences including trauma and adversity.

We provide public service when we:

act in the interests of the public, first and foremost	☐
are open and honest about our knowledge and experience with those we serve, even when it can be uncomfortable	☐
act in ways that give others the confidence to share experiences and ideas that can improve outcomes for the public	☐
seek to understand and address the needs and concerns of all our different communities	☐
seek constructive feedback from a wide variety of people, avoiding being defensive	☐
reflect on and understand our own strengths and areas for development and take responsibility for our own learning to address gaps and improve our service to the public	☐