



ASSOCIATION OF SCOTTISH POLICE SUPERINTENDENTS

Representing the Operational Leaders of the Police Service of Scotland

ASPS President's Address to Conference 2018

Cabinet Secretary, Chair of the Police Authority, Chief Constable, Her Majesty's Inspector of Constabulary, distinguished guests, colleagues, friends,

Welcome and Words of Thanks

I would like to start by adding my personal words of welcome to this our annual conference and my thanks to you for making the effort to be here, it is very much appreciated.

I am grateful to the Interim Chief Constable, Iain Livingstone and the Chair of the Scottish Police Authority, Professor Susan Deacon for their inputs this morning and their words of support and encouragement.

We are very much looking forward to hearing from the Cabinet Secretary for Justice Mr Michael Matheson. Cabinet Secretary, we truly appreciate that you have given us so much of your time today out of your extremely busy schedule.

Delivering the Jack Urquhart memorial lecture this year will be Squadron Leader Jim McPartlin on the subject of "Mission Command and the Strategic Corporal". We are most grateful to you, Jim, for taking on this important responsibility and we look forward to all you have to say to us. We are also sincerely appreciative of the continuing support we receive from Dorothy Urquhart and her family for this aspect of our conference. It is so nice to have Dorothy, Graeme and Lindsey with us here today.....thank you Dorothy, Graeme and Lindsey.

After lunch, we will have the opportunity to focus on leadership development, a key theme of the ASPS Strategic Plan, and take some time to reflect on what "super leadership" looks like - from societal, organisational and personal perspectives. I know there will be tangible

learning for all of us to take away from that session which will be led by our good friend and respected leadership development expert Dr Mark Kilgallon.

As always, we are delighted to have with us representatives from our fraternal Associations – the Police Superintendents' Association England and Wales (PSA), the Superintendents' Association of Northern Ireland (SANI) and both the Chief Superintendents' and Superintendents' Associations of An Garda Síochána from the Republic of Ireland.

We are also pleased to have colleagues from the Scottish Police Federation and other staff representative bodies with whom we work closely throughout the year and enjoy positive and productive working relationships.

I would like to take this opportunity to publicly thank all of our sponsors. Your continuing support of the Association of Scottish Police Superintendents is invaluable in making events like today possible. Thank you.

Before I move into the body of my address to conference, I would like to say thank you to the small but beautifully formed ASPS team, Craig, Ruth, Fiona, Ian, to my vice President Martin, our compare today Chief Superintendent Stewart Carle, and the rest of the Executive Committee for all their work throughout the year and for the blood, sweat and tears that went into making today happen.

And last but by no means least, thanks to the staff here at Tulliallan for all the logistical arrangements, the accommodation and catering. Thank you.

Moving now to my address to conference, it is imperative that I start by stating what an absolute privilege and pleasure it is for me to address this, the 94th Conference of the Association of Scottish Police Superintendents, as its 45th President.

History / Context / Tradition

The Scottish Police Service has a long tradition; it can trace its roots back to the 12th Century with watchmen in burghs and wards. The first constables were appointed in 1617 in the reign of James VI (Sixth) but police forces were not properly established until the start of the 19th Century with various Burgh Police Acts being passed which created the modern policing era.

The first Superintendents were appointed in around 1805 and their duties were primarily as Divisional Commanders, very much performing the role of Senior Operational Leader. This mantra for superintending ranks continues to this day. I have the Association records back to 1920 if anyone wants to check that far back.

The 19th Century was a period of dramatic social change with the abolition of slavery and the second industrial revolution. The Victorian era brought in strict social norms, while advances in science and medicine led to rapid population growth.

Moving into the 20th Century we had two world wars that killed over 80 million people including the use of nuclear weapons.

We had major changes in politics, ideology, economics, society, culture, science, technology and medicine. We explored space and put men on the moon. We saw the rise of technology, mass media, proliferation of information and knowledge on a global scale through the invention of the internet.

A little bit more specifically and closer to home, 30 years ago, in 1988, before most, if not all, of us joined the police service - Margaret Thatcher was the Prime Minister. It was a dark year in terms of terrorist bombings and deaths in Northern Ireland and on the mainland. Here in Scotland, tragically we had the Piper Alpha Oil rig explosion which killed 167 souls and the bombing of Pan Am flight 103 over Lockerbie which killed 270 people.

In 1998, 20 years ago, Google was founded (without which this speech would have been impossible), the Good Friday agreement was signed, but regrettably the Omagh Bombing took place a few weeks afterward killing 29 people. The Scotland Act was passed paving the way for the Scottish Parliament. Scotland got knocked out of the football World Cup at the group stage and Camp Zeist was identified as the venue for the trial of the two Libyans charged with the Lockerbie aircraft bombing.

2008, 10 years ago, we saw the credit crunch leading to a Global financial crisis. Gretna Football club went out of business, the Clackmannanshire Bridge was opened to traffic, and Woolworths closed its' doors in Scotland.

Within this same 30 year period, in the modern history of policing we have seen a vast array of change affecting the service.

- Computerisation
- Mobile telephony
- Text messaging
- 3G, 4G, mobile data
- Data protection
- Health and safety
- Officer safety, body armour, extendable batons, rigid cuffs, CS / Pepper spray, Taser
- Community Planning and Community Empowerment
- Anti-Social Behaviour
- Application of the Working Time Directive
- Adoption of European Convention of Human Rights
- Management of Information, Freedom of Information and subject access
- Misuse of drugs in an increasing array of types
- Crime that became Serious and Organised
- Child protection, Adult Protection and Multi Agency Public Protection Arrangements
- Bringing Domestic Abuse out of the shadows and the introduction of Multi Agency Risk Assessment Conferencing
- The Sex Offenders Register
- Extremist Terrorism
- Human trafficking
- Crime in the cyber space
- Hacking leading to information and identity theft and fraud
- Sextortion
- Greater accountability, all too often characterised by insidious comments such as how could this have happened, this must never happen again,
- Intensive scrutiny, not least from the media
- Adoption of a never-ending stream of new business models and terminology
- Various performance regimes and target
- Licensing reforms for firearms, air weapons as well as liquor licensing

and much, much more.

You may be wondering why I am telling you all this?

Well it isn't to give you a history lesson, or to attempt to amuse you, or entertain you.

I believe it is important to take stock and recognise that over the span of history, despite tragedy, despite wars, despite human suffering, despite industrial and social and technological revolutions, despite regime changes, despite economic turmoil, despite change of unparalleled scale and pace, despite all these things, experience shows us that human beings adapt and overcome.

This is summed up in a quote that is attributed to Charles Darwin:

“it is not the strongest or fittest who survive, it is those who are most adaptive to change”

I also believe that the evidence is strong and clear that leadership is key to the survival and success of human endeavours.

Specifically, for our conference here today, I would contend that for over two centuries, through times of monumental change, Superintendents and Chief Superintendents in Scotland have been providing ‘Super Leadership’ being the senior operational leaders of the Scottish Police Service.

Providing super civic leadership in the ordinary, regular and mundane aspects of daily life in Scotland, providing super leadership through the periods of change and providing super leadership in times of disaster, times of tragedy, times of emergency, times of uncertainty and times of criticality.

I believe it is worth pausing and reflecting on all that we have done and all that we do in terms of super leadership, particularly when we find ourselves operating in a period of negativity toward the service from some quarters. That is not to excuse or deny mistakes that have been made; or to diminish the challenging and difficult times that individuals, or the service, have gone through over the very recent few years. But it is important that we take a broad view and longer-term perspective.

It is important too that we recognise there is a dependable, professional and dedicated body of women and men who are committed to serving the citizens of Scotland regardless of personal safety and often at huge personal cost to their health, well-being and family life.

The Future – Getting there from where we are

As I have demonstrated, the World and Scotland has changed and continues to change.

Professor Gary Hamel from Harvard Business School states that:

‘it is a difficult era we are going into, not leaving’

He continues:

“Problems are multi-dimensional and multi-jurisdictional in scope and scale”

The future, our future, will be even more complex, even more challenging and even more demanding, politically, economically, socially, technologically, legally, environmentally, organisationally.

Always reflective of society, policing has changed, policing continues to change and needs to keep changing. Since 2011 and the introduction of the Police and Fire Reform (Scotland) Bill, Scottish Policing has officially been undergoing Reform and/or Transformation, but I would contend that modern policing in Scotland has been in a sustained period of ongoing reform since the 1950s.

The visible pinnacle of this prolonged period of reform was the amalgamation of Forces and support agencies in 2013 to create the single national police service: the Police Service of Scotland to give it its' full title.

Contrary to some commentators' ill-informed rhetoric, the police service in Scotland **has** embraced change. It has been at the forefront of change, has driven change and done so with positivity, professionalism and a sense of purpose. The “can do” attitude of the service has meant that we have absorbed the waves of change and taken it in our stride.

Regrettably, until recently the focus of the change process was very much on the technical, territorial and functional elements of policing with a strong emphasis on rigid compliance. Not enough was done to recognise the criticality of encouraging, supporting and equipping our own people through the change. After all, policing is fundamentally a human endeavour, so policing is fundamentally about the people. Indeed, this was the theme of our Conference last year, **‘People at the Heart of Policing’**.

ASPS welcomes the acknowledgement that more should have been done and that more needs to be done to engage with and invest in our officers and staff. It is, after all, through our people that the service is actually delivered to the citizens of Scotland.

2026 / 10 Year Strategy

The horizon scanning, futures thinking, research and consultation that was undertaken as part of the work to develop the 2026 Strategy confirms the challenging era we are moving

into. ASPS continues to support the work of the 10 year strategy and the need to have coherent medium to long term planning.

Critically, ASPS believes that we urgently need to have a proper assessment of current and projected future demand. Within that, the service needs to understand real demand, perceived demand and the failure demand inherent within the current systems of work. The service will then be able to evolve the structures and function with a sustainable operating model that ensures that there will be the correct resources available at the right times, to deal with known policing demands in the right way.

To this end, ASPS particularly welcomes the projects that have been commissioned by the Force Executive to examine Productivity and Demand and Local Approaches to Policing. But it is imperative that these projects have sufficient pace, are properly prioritised and resourced to deliver sooner rather than later.

Allied to this work needs to be a re-embracing of the Christie Commission principles from 2011, principles for the public sector that include;

- working in collaboration,
- integration of service delivery,
- preventative approaches to deal with causes and
- being outcome focused.

It is disappointing that the progress that the service made on these issues in different parts of the country has been somewhat lost over the past 5 years as the newly formed Police Scotland organisation was somewhat self-absorbed and internally focused. Joint approaches underpinned by Christie Principles need to become a reality and become the norm.

Given that the vast majority of the demand faced by the police service is not crime related but actually involves people who are in crisis or who are vulnerable or who have mental health or social care issues, there is a clear imperative to develop better, genuinely collaborative enterprises to respond. I know that the Cabinet Secretary is doing his part working with other ministers to stimulate commitment across government to convert the talk into real action, a move which we fully support and commend.

We know from the 2026 research that 20% of police activity is crime related, so 80% of activity is non-crime related. It is important that we understand what this actually means and what are realistic expectations of the police service in the 21st Century.

Personally, I still believe in the police service that I joined over 28 years ago, being a service of first and last resort. There at the scene first when something goes wrong or someone needs help, there to intervene, to stabilise, to bring order and if no-one else can help, if there is nowhere left to turn, then without fear or favour the police will help. In so many ways, the police are the glue that holds society together, we hold a uniquely challenging yet rewarding position of trust.

If that is what is expected, if that is still what is wanted by the citizens of Scotland, then there needs to be an appreciation of what that looks like in this day and age, what resources are required to make it happen and how much it actually costs.

ASPS acknowledges the funding that has been provided to policing in recent years and the resolute commitment from the Scottish Government to maintaining officer numbers. We trust that as the service moves forward, as the service understands demand better, builds a sustainable operating model and delivers integrated services that the Government will continue to allocate commensurate funding.

Without being overly simplistic or reductionist, fundamentally the type of police service that the country will receive will largely depend on the finances that the country is prepared to spend. Which brings us to Value.

Value

Prior to its' inception, considerable work was done to understand and articulate the organisational values of Police Scotland. These were distilled into three core values of Integrity, Fairness and Respect.

In order to maintain the trust and confidence of the citizens of Scotland, and indeed the men and women who work for Police Scotland, it is essential that the service consistently operates and delivers in line with these values. It is also essential that our organisational culture is characterised by integrity, fairness and respect.

When the service does this, then it will be truly valued, valued by the citizens and the entire workforce alike and there will be a recognition that Police Scotland is worth every penny of public money that is used to fund it.

Valuing Superintendents/ Chief Superintendents

Specifically then, given the theme of our conference of Valuing Super Leadership, what is the value that is attributed to Superintendents and Chief Superintendents?

Before exploring this, it is important to stress that I do not wish my comments to be misconstrued as being in any way elitist or arrogant. I categorically believe that we are all created equal and that each and every human being has intrinsic worth and value. All of us here are indeed among the most privileged human beings on the planet, largely because of having the good fortune to have been born in the 20th century and brought up in an affluent and peaceful part of the world. The fact that we have a roof over our head, clothes on our back, a sufficiency of food in our kitchen and money in our pocket means we are among the top 8% of the world's wealthy. Not everyone has that, indeed in parts of Scotland, poverty is very real, as we know when we are doing our job day by day.

The question I am posing is about the value of us as Superintendents and Chief Superintendents with regard to **our job, our role, our position in our organisation, and in society.**

So what is it that Superintendents and Chief Superintendents do?

Superintendents and Chief Superintendents are the senior operational leaders of the police service who are responsible and accountable for:

- The safety of citizens and communities, and people who visit our country
- The security of the nation
- Investigation of crime
- Prevention of terrorism
- Command of firearms operations
- Command of public order operations
- Command of major events
- Making critical decisions with life or death consequences
- Resources and budgets
- Deployment of officers and staff
- Deciding between competing goods or often trying to find the least bad option
- Managing violent or sexual offenders
- Authorising surveillance or intrusive techniques
- Balancing human rights of individuals against the wider societal rights

- Managing 100s or 1000s of officers and staff
- Responsible for motivating encouraging and empowering officers and staff
- Responsible for maintaining standards, for presiding over matters of conduct, discipline, grievance, complaint
- Making soul searching decisions about imposing sanctions or discipline, indeed maybe even dismissing officers and taking their job from them
- Ensuring the health and safety of officers and staff
- Promoting the well-being of officers and staff

Superintendents and Chief Superintendents do all of this and much, much more on a 24 hour a day, 365 days a year basis.

Chief Superintendents and Superintendents regularly work long hours, often taking calls in the evenings and at weekends, doing work at home or **“just popping into the office.”** Superintendents and Chief Superintendents all too readily make themselves available at all times, even on holiday.

On top of all this, which is the so called “day job”, most superintendents and chief superintendents are all too regularly on call for specialist or national roles with the major disruption that that brings to home, family, personal life not mention the subliminal impact on health and wellbeing.

In saying this, it is important to highlight that Superintendents and Chief Superintendents do their demanding jobs with exceptional good grace. We do it because Policing is our vocation. We do it because we love our jobs and are committed public servants. We know this because we have evidence directly from our member surveys. This type of dedication is something to be proud of and something which should be valued.

The inherent risk with such a committed workforce of women and men is that we often need to be protected from ourselves. We need balance - we need that much talked about life / work balance. We need to recognise that busyness does not always equate to productivity. And we need to be particularly wary of the sin of presenteeism and the negative impact that has.

I was at a leadership training event recently and one of the speakers was Major General Sir Sebastian Roberts, a retired senior British Army officer with a wealth of operational experience around the globe. One of the things he spoke about was personal resilience. He said his experience was that people who keep fit, in mind and body and spirit are much more effective. He said that people who rest perform better. He said people who are always

running at 100% fail. He said he wanted people working for him who operated at 80% and who had 20% in reserve. This made me think about how we as Chief Superintendents and Superintendents behave as individuals and what the explicit or implicit expectations are from the service. All too often I believe we fall into the trap of running at 100% all or most of the time.

So Chief Superintendents and Superintendents are committed, busy (maybe too busy) people doing really significant, important, senior operational policing roles.... but are we valued?

Are we valued

- By the people of Scotland?
- By elected members?
- By the Scottish Police Authority?
- By the Scottish Government?
- By the Force Executive?
- By the Officers we lead?
- By our peer group?
- By our family?
- By our friends?

And if the answer is no, perhaps people do not fully understand the significance of what we do. Perhaps we do not tell the narrative of our roles well enough? Do we articulate the seriousness of our job? Do we (without being arrogant) present how professional we are? Do we provide reassurance that when the wheels come off.... it is us who are in the hot seat, making the life or death decisions?

In terms of the breadth and depth of our Super Leadership....do we explain that we are

- Commander
- Director
- Decision Maker
- Facilitator
- Negotiator
- Diplomat
- Peacemaker
- Risk Manager
- Accountant
- HR Manager
- PR Manager

- Brand Ambassador
- Company Spokesperson

So what will it look and feel like if our leadership as Superintendents and Chief Superintendents is really valued?

The obvious response would be that pay and remuneration would be proportionate and fairly awarded in line with the roles and responsibilities we have. As an Association we fully recognise the challenges of public sector pay and affordability, but there is now a significant gap between the superintending ranks' pay and conditions and the executive tier, despite the fact that roles have changed radically with many more responsibilities now resting squarely with superintendents and chief superintendents than ever before, responsibilities that used to be exclusively the preserve of chief officer ranks.

It is also sadly the case that our pay and conditions of service has now started to fall behind colleagues doing similar roles in other jurisdictions and comparable roles in other sectors. To that end the Association is in active dialogue with colleagues from England and Wales and Northern Ireland to ascertain what is fair and equitable in terms of remuneration for the significant roles we now perform.

As part of this, and as I alluded to earlier, there is a compelling case to objectively examine the near constant requirement for availability, excessive levels of disruption to time off, rest days and even holidays, along with a tacit expectation of performing on call with national spans of command and what additional remuneration this may merit.

Flowing on from this – recognising there is more to reward and recognition than pay - being valued would look like being actively encouraged, supported and enabled to take time off. Time off after the working day, time off on rest days and time off on annual leave. Remember the point about running at 80% and the direct correlation between health and wellbeing and being productive and successful.

Over and above being valued with tangible, practical things, perhaps more importantly is the softer, personal, behavioural indicators of being valued.

Again we know from our members through surveys that when managers take time and make the effort to show authentic appreciation and give genuine affirmation, that this means a huge amount. The key to this is to do this with consistency recognising the

significance and importance of day to day commitment alongside the high-profile issues and critical incidents.

Furthermore, when things go wrong, which they inevitably will from time to time because as I said, policing is fundamentally a human endeavour, it is essential that we avoid the culture of blame, career assassinations or pushing the fall guy or fall girl under the bus. Unless there is malicious intent or gross negligence, surely it is more productive to acknowledge mistakes, learn from them and make reparation where needed. That is the mark of a mature learning organisation and one which intrinsically values its' people.

On top of that, being valued will translate into authentic professional relationships and dialogue where Chief Superintendents and Superintendents are included, have their views sought and listened to, and then be appropriately empowered and trusted to deliver as senior operational leaders. The Association believes strongly that for policing in Scotland to be successful there needs to be shared leadership responsibilities and a distributed leadership model that encompasses all ranks and grades as well as those in oversight or governance roles. Through leading in a collaborative and collegiate manner we will mobilise and motivate the entire workforce to face any and every challenge that lies ahead with a truly united, unified and purposeful approach.

One final way that super leadership could be and needs to be better valued is with suitable investment of time, energy, resources and commitment to providing training and development for each and every superintendent and chief superintendent, tailored for their needs and aspirations that flow from regular and meaningful performance development conversations. In fact, the investment in leadership training and development needs to be for all ranks from constable all the way through to Chief Superintendent. Sadly, there has been little or no tangible investment in leadership development within the service for many years now and we are seeing the ramifications of this for some officers who lack the skills and experience to deal with the challenges that confront them.

So there is plenty of scope for improving the value and worth that our Chief Superintendents and Superintendents experience, provided we do our part and uphold our long illustrious tradition and continue to deliver the super leadership that we have done so down through the years.

As your President, I am extremely proud of what you all do, day in and day out, week in and week out. All too often what you do is unseen or quietly done, professionalism and personal humility precludes you from telling your story.

But be reassured, I tell anyone who will listen..... I tell our members of parliament, our elected representatives, our Police Authority members, the Force Executive, our partners, our stakeholders. I know we all have signed the Official Secrets Act, but this doesn't have to be a secret.... I believe we can and should and must let everyone know what we do, so that we can properly Value Super Leadership.

Thank you.

Ivor Marshall

Chief Superintendent

President of the Association of Scottish Police Superintendents