

**NOT PROTECTIVELY MARKED**

**CENTRAL SCOTLAND POLICE  
FORCE POLICY GROUP  
Friday 22 May 2009**

Ref	Agenda Item	Minute and Action	Action Owner	Target Date
FPG 1	<b>Welcome &amp; Apologies</b>	<p><b>Present:</b> Chief Constable (Chair), DCC MacLeod, ACC Mauger, Chief Supt MacKenzie, Chief Superintendent Penman, Mr Shearer, Mr Walker, CI McLeod, Val Inglis (Minutes)</p> <p><b>In Attendance:</b> Supt Samson, Supt Flynn, Supt Price, Mr Ian Wilson, CI McGregor (for Item 1.1 &amp; 1.2)</p> <p><b>Apologies:</b> Mr Noble</p>		
FPG 1.1	<b>Presentation: Community Planning / SOAs</b>	<p>The 3 Area Commanders attended the meeting to present their respective draft SOAs. Supporting papers had been provided covering; key priorities, deliverables, resourcing issues, key indicators and performance monitoring for each AC.</p> <p>CC Smith stressed that the ownership and responsibility for SOAs lay with the respective Area Commander.</p> <p>Discussion took place around accountabilities for CSP and also partners, funding and auditing.</p> <p>It was agreed that although the SOAs needed to mature and bed in, there was a role for the CC in driving joint tasking and accountability of partners via G5.</p> <p>SOAs are due for submission to the SG by the end of May 2009.</p>		
		<p><b>ACTION: CC Smith to brief Convener on the final SOAs ahead of the next JPB pre agenda to allow on time submission of SOAs to SG. COMPLETE</b></p> <p><b>ACTION: CS Penman to prepare a paper which encapsulates the 3 areas of governance (ie FPIB, FPG and Monthly Performance Meeting) for the next JPB pre agenda. COMPLETE</b></p>	<p>CC</p> <p>CS Penman</p>	<p>25.5.09</p> <p>25.5.09</p>

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FPG 1.2	<b>Presentation: Performance Monitoring System</b>	<p>Mr Wilson attended to present the latest progress on the new Force Performance Monitoring System. Supporting papers were circulated.</p> <p>Prior to Mr Wilson’s presentation, the Chief Constable said that he wanted to outline his vision for the Force Performance Management regime, it being particularly helpful that all three Area Commanders were present with an opportunity for key players to hear a consistent message. The key aspects outlined by the Chief Constable were:</p> <ul style="list-style-type: none"> <li>• The Force already has a strong performance culture – it is simply the Performance Management System that lacks sophistication.</li> <li>• We should not confuse a new Performance Management system with improved performance – one does not necessarily follow the other. We will strive for continuous improvement.</li> <li>• The Performance Framework needs to cover the broad range of our business – not simply crime reduction and crime detection.</li> <li>• Qualitative measures are as important, sometimes more important than quantitative.</li> <li>• There will be no crime reduction targets set as this comes with the danger of unethical recording procedures, sensitivity being showed to what can be measured, rather than towards what is the right thing to do.</li> <li>• Senior managers, particularly Policy Group Members should not become embroiled in micro management should a daily focus on crime or other statistics.</li> <li>• We should view the Performance Management System as a dashboard, reference to which will allow us to guide and direct the force, using the analogy that if you are too close to the dashboard, you won’t see the road ahead. The forecasting/predictive element will facilitate reasoned and considered intervention.</li> </ul>		

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		<ul style="list-style-type: none"> <li>• Senior managers, particularly Policy Group Members need to have trust and confidence in Area Commanders to deliver, giving them space to operate, show innovation and continue to deliver high performance.</li> <li>• Area Commanders need to translate that philosophy into their relationships with local management and supervisors.</li> <li>• The performance culture needs to be mature, recognising and accepting that sometimes there will be negative aspects of our performance – a blame culture is the worst possible response to this; it needs a supportive culture.</li> <li>• The DCC will be responsible for delivering the Force Performance Framework, with the ACC, Director and Chief Superintendents and others reporting to this through the Force Performance Improvement Board.</li> <li>• Once the FPIB is satisfied with progress on the Performance Framework, it is to be referred back to FPG for approval.</li> <li>• Consistency with SPPF, SOAs, the Force Strategic Plan and Control Strategy priorities is important, as is how the force reports to CSPJPB.</li> </ul> <p>Discussion then followed with members grateful for the opportunity to share with Area Commanders a common understanding on Force Performance. The DCC was grateful for progress so far through ACC Mauger and Mr Wilson. ACC Mauger shared with members his experiences of the performance framework in England and Wales, highlighting the very real difficulties that come with a singular focus on crime reduction/detection targets.</p> <p>Data will not be real time at the outset, though this will be the ultimate aim. The data is designed to provide consistency of information to strategic group such as the JPB, FPG and is in line with the SPPF.</p> <p>It is intended that this new Performance Monitoring System will be phased out in 2010/11 when the new Policing Platform is completed.</p>		

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		<p>Development and further decisions surrounding the new PMS were deferred to the Force Performance Improvement Board. The final version will require to be endorsed by the FPG.</p> <p><b>ACTION: DCC to progress the performance Monitoring System through the FPIB and return to the FPG for final endorsement.</b></p>	DCC	Ongoing
FPG 2	<b>PREVIOUS MINUTES &amp; ACTION LOG</b>	Updates to outstanding actions to be sought and revised list to be circulated. Minutes to be posted on intranet going forward.	Ms Inglis	30.6.09
FPG 3	<b>OPENING REMARKS</b>			
FPG 3.1	CSP JPB	The CC advised that the Annual report and revised 3 year Strategic plan will be presented at the meeting of the JPB on 26 June 2009.		
FPG 3.2	ACPOS	CC advised that work is ongoing at national level to look at “national risks” and the governance of them.		
FPG 3.3	National Issues	The SCDEA will launch the Serious Organised Crime Task Force – Scottish Strategy on 2 June 2009. There has been national concern about the disclosures of SOC groups across Scotland. CC will attend a briefing session on 27 May 2009 to discuss these concerns. He will also brief the Convenor of the JPB in advance of the launch.		
FPG 4	<b>FORCE STRATEGY</b>			
FPG 4.1	Force Strategic priorities	Paper Noted. A covering paper will be sent to the next meeting of the JPB.		
FPG 4.2	Force Performance	Covered @ item 1.2.		
FPG 5	<b>GOVERNANCE</b>			
FPG 5.1	Corporate Risk Register	The Corporate Risk Register as at May 2009 was been circulated. The recently developed Strategic T&CG Risk Register: Control Strategy Priorities April 2009 was circulated for the first time to supplement the Corporate Risk Register. It was agreed that a consistency of approach between the two documents was required.		

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FPG 5.2	Programme Board Update	<p>DCC advised of his recent meeting with the newly appointed interim Chief Executive of the SPSA. The general service being delivered by SPSA was discussed including the slippage of change requests and also further slippage in the delivery of the Platform Project. Plans are afoot to identify a suitable individual to carry out a scoping exercise to identify risks for the Force.</p> <p>Progress made with the National SCOPE project was noted and a SCOPE demonstration for FPG members was requested.</p> <p><b>ACTION:</b> DCC to arrange a presentation on SCOPE for the next FPG</p>	DCC	30.6.09
FPG 5.3	Professional Standards	Paper noted.		
FPG 6	<b>FINANCE &amp; PHYSICAL RESOURCES</b>			
FPG 6.1	Revenue Budget	Paper Noted.		
FPG 6.2	Capital Budget	Paper Noted. It was agreed that the Capital Plan should be covered on a weekly basis at FEWM.		
FPG 6.3	Property / Vehicles	A report has been submitted to Operations and is being progressed in regard to property and vehicles, including an audit of police vehicles.		
FPG 6.4	Efficiency Savings 08/09	<p>Paper noted. The Efficiency Savings Target was achieved with an excess of £45k, which will be carried forward to 09/10. For 09/10 the programme of restructuring will assist greatly in reaching the target. In 10/11 there will be a greater challenge and it was agreed that Area Commanders and Heads Of Departments will require to document all efficiency savings. Efficiency Savings to be included as a Standing Item on the Operational Commanders Meeting Agenda.</p> <p><b>ACTION: ACC to include Efficiency savings as a Standing Item on Operational Commanders' Agenda and ensure that direction regarding efficiency savings from the FPG is conveyed to Area Commanders/Heads of Department.</b></p>	ACC	30.6.09

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FPG 6.5	Regeneration Update	<p>Paper Noted.</p> <p>Approval was given for the Public protection Unit to occupy the first floor of the new build at Larbert.</p> <p>Clarification was sought in regard to ownership of the meeting facility within the new Denny SAC office. It was suggested that the space set aside for this meeting facility could perhaps be better utilised by having a smaller area set aside for the meeting room and the resultant space saved being utilised for desks. Mr Shearer agreed to investigate this suggestion.</p> <p><b>ACTION: Mr Shearer to investigate the possibility of utilising more space for desks at the Larbert facility.</b></p>	Mr Shearer	30/06/09
FPG 7	<b>HUMAN RESOURCES</b>			
FPG 7.1	Establishment / Absence / Recruitment	Paper noted.		
FPG 7.2	Annual Leave Entitlement	A proposal paper had been circulated in regard to aligning the Annual Leave reporting period with the Financial Year. The cost implications of this change were reported as minimal. It was agreed that the Annual Leave Entitlement period should be brought into line with the Financial Reporting period as proposed.		
FPB 8	<b>OPERATIONAL OVERVIEW</b>	An update was given in relation to the Force position with Firearms, CBRN training and other national activity being driven by the OPBA.		
FPB 9	<b>COMMUNITIES POLICING</b>			
FPB 9.1	Community Policing	CS Penman provided an update in regard to Communities Policing, also noting the Communities Policing Training being developed by CI Taylor.		
FPG 9.2	Scottish Community Policing Engagement Principles	Paper noted. It was agreed that proposals to address these issues should be prepared for consideration at the next FPG.		

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		<p><b>ACTION: Chief Supt Operations to prepare a paper for the FPG in June regarding the Force response to the proposals</b></p> <p>CC Smith requested that this be retained on the agenda as a standing agenda item.</p> <p><b>ACTION: Scottish Community Policing Engagement Principles to be retained as a standing agenda item.</b></p> <p>CC also wished the review report on Community traffic wardens to be presented at the next FPG</p> <p><b>ACTION; Chief Supt Operations to report findings of the CTW review to the FPG in June. UPDATE: separate meeting to be arranged.</b></p>	<p>CS Penman</p> <p>Ms Inglis</p> <p>C/S Penman</p>	<p>30.6.09</p> <p>30.6.09</p> <p>30.6.09</p>
FPG 10	<b>CRIME &amp; SPECIALIST OPERATIONS</b>			
FPG 10.1	Resource & Demand Management	Papers to follow		
FPG 10.2	Crime Management Services	Papers to follow		
FPG 10.3	Specialist Operations	Papers to follow		
FPG 11	<b>CORPORATE &amp; OPERATIONAL SUPPORT</b>			
FPG 11.1	Force Forum Update	<p>Paper noted. It was agreed that the results from the Force Forum should be split into relevant headings for action. Progress on the actions to be circulated to the Force in due course</p> <p><b>ACTION: DCC to arrange for the results from the Forum to be progressed to actions and a communication to the Force prepared.</b></p>	DCC	30.6.09
FPG 11.2	NIM Minimum Standards (2) Assessment CSP Progress Report	Paper Noted		

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FPG 12	<b>CORPORATE COMMUNICATION</b>	An extremely busy time within Media & Marketing was reported with the main focus being centred on the Force Annual Report and also the 3 year Strategic Plan, in addition to ongoing support of Operations.  Scoping work is underway for the new media position.		
FPG 13	<b>AOCB</b>			
FPG 13.1	Restructuring Update	No update was given as there was an update at the FEWM on Monday 18 May 2009.		
FPG 13.2	Staff Survey	A paper was circulated for consideration. It was agreed to proceed with the proposed staff survey in Q3. FPG members to have sight of the survey in advance. Survey to be done in house by Strategic Development. Communication to go out to the Force now.  <b>ACTION: Strategic Development to proceed with proposed staff survey</b>  <b>ACTION: Media to prepare Force communication re: Staff Survey.</b>	DCC  Mr Walker	
FPG 13.3	Sponsorship Policy	A Sponsorship policy and SOP had been circulated for consideration and approval. It was agreed that the proposed policy and SOP should be adopted, though Mr Shearer agreed to revisit the value of sponsorship given which determines when a formal contract is mandatory, it was felt that the proposed £1K was too low.  <b>ACTION: Mr Shearer to proceed with the proposed Policy and SOP, also to revisit the limit at which a formal contract is required.</b>	Mr Shearer	30.6.09
FPG 14	<b>DATE OF NEXT MEETING</b>	0930hrs Tuesday 30 June 2009.		