

<b>Meeting</b>	<b>Scottish Police Authority Board</b>
<b>Date and Time</b>	<b>Tuesday 27 October 2015 1000 – 1630hrs</b>
<b>Location</b>	<b>Stirling Court Hotel, University of Stirling, Stirling, FK9 4LA</b>
<b>Title of Paper</b>	<b>Strengthening Local Policing</b>
<b>Item Number</b>	
<b>Presented By</b>	<b>DCC Rose Fitzpatrick</b>
<b>Recommendation to Members</b>	<b>For Consultation</b>
<b>Appendix Attached: YES/NO</b>	<b>YES</b>

**PURPOSE**

The purpose of this paper is to update Members of the Scottish Police Authority (SPA) with a response to information sought and questions posed with regards to Strengthening Local Policing.

**1. BACKGROUND**

1.1 Following discussions between Members of the Scottish Police Authority and Police Scotland, and in advance of DCC Fitzpatrick’s attendance at the SPA Board meeting on 27 October 2015, further information relating to the Strengthening Local Policing decision has been requested. Detailed within this paper are responses to the seven questions posed.

**2. FURTHER DETAILS ON THE REPORT TOPIC**

**2.1 Question 1**

Evidence on the approach taken by Police Scotland to engagement and consultation with local interests in each areas, what feedback was received and how it was considered by Police Scotland, and how issues raised during the engagement phase has shaped and informed Police Scotland decisions on whether to proceed, or not, with divisional structure changes;

**2.1.1 Police Scotland response**

2.1.2 At the inception of Police Scotland, the delivery of local policing to communities was identified as a key priority. The geographical divisional structure was considered as the best option in respect of maintaining the strong relationships with partners and preserving senior management oversight at a time when control and strategic co-ordination was essential.

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Having been in place for 18 months, the original structure has proven to be successful in having embedded the principles of the national service within the day to day business of local divisions. In certain areas however, local Divisional Commanders identified some compelling opportunities to strengthen the provision of local policing, redressing some anomalies which provide inconsistencies across the service. These included maximising opportunities to engage better with local partners; matching and enhancing policing services to the areas where they are most required; and all without compromising the integrity and benefits of the current structure.

The main drivers for change were identified as

- Reduce duplication of roles and release officers to frontline duties.
- Assist in the recruitment and retention of officers mainly in the North East.
- Provide communities with a greater consistency in the standard of service.
- Free up costly and outdated estate and explore co-location with other service providers.
- A number of functions within these divisions have already merged and work effectively such as business management.
- Specialist and national resources can be deployed more effectively and consistently over a larger geographical area.
- Equality in the demand on senior management structure across the country and greater autonomy and authority provided at a more local level.

In December 2014, Divisional Commanders initiated early discussions with key stakeholders in 7 Local Authorities – Aberdeen City; Aberdeenshire, Moray, Argyll & Bute, Renfrewshire, Inverclyde and West Dunbartonshire – about strengthening the divisional command in these 4 local policing Divisions covering the 7 Local Authority areas. This included formal papers to and attendance by Commanders at police scrutiny panels in all relevant Local Authority areas.

Furthermore, Local Area Commanders in all 4 Divisions have engaged personally and on an ongoing basis with Councillors in their area command, supported by their respective Divisional Commander. To supplement this, all Community Councils in all 4 Divisions have been written to in order that they are provided with the opportunity to offer feedback, in addition to attendance at Community Council meetings by local senior officers.

The Scottish Police Authority has played an active role in the consultation and engagement process, with Members and Officers being briefed at meetings, such as the Business Change Working Group or Private Members, and supporting Police Scotland in moving the work forward (Graham Houston, Morag McLaughlin and Douglas Yates, as Divisional

## **RESTRICTED UNTIL PRESENTED TO SPA BOARD**

representatives, have had formal discussions with the Chief Executives in their respective areas of representation).

### 2.1.3 North East – Aberdeen City and Aberdeenshire and Moray

In the North East, Council leaders and Chief Executives of the Councils were advised of the intent to progress to discussions on joining to a single division via a personal telephone call from either Chief Superintendent Adrian Watson or Chief Superintendent Mark McLaren (now retired and replaced by Chief Superintendent Campbell Thomson). A follow up letter attached to an email was thereafter sent to all elected representatives, Local Authority Chief Executives and key partners. Meetings were held with Cllr Martin Greig, Cllr Gordon Graham and MSP Alison McInnes. Throughout January 2015, CS McLaren attended the full Committee of Moray Council and most Local Area Committees and met personally with all attending Councillors.

Lewis Macdonald MSP, Cllr Angela Taylor and the Aberdeen Scrutiny Board expressed concern that relocating the divisional HQ to Aberdeenshire or Morayshire would be detrimental to the citizens within the City of Aberdeen (See bullet point a below).

Lewis Macdonald MSP asserted that Scotland's third city is not just another large town, it is a regional centre and an important urban community in its own right and that the loss of control rooms, prison, forensic services (with the inference of loss of the DHQ) contribute to a sense that a range of public services in the justice field underestimate the standing and significance of Aberdeen within Scotland (See bullet point b below).

Concerns were also raised by Cllr Douglas Ross, Cllr Martin Greig, Lewis Macdonald MSP and the Aberdeen City Council Police Scrutiny Board regarding Aberdeen City, being the third largest city in the country, not having a dedicated Divisional Commander for the Local Authority area.

Aberdeenshire SNP Group, Aberdeenshire Council Executive, Cllr Gordon Graham - Chair of Aberdeen Audit & Scrutiny Board, Aberdeen City Scrutiny Board, Aberdeen Inspired (Business Improvement District), Moray Audit & Scrutiny, Aberdeenshire CPP also raised concerns about maintaining the commitment to ongoing partnerships (See bullet point c below).

Concerns were expressed by Cllr Douglas Ross, Aberdeenshire Council Executive, Cllr Johnston, Kincardine and Mearns Community Council, Formartine Area Committee Council and the Aberdeenshire Community Planning Partnerships that a larger division may impact on focusing on local priorities (See bullet point d below).

The Moray Police and Fire and Rescue Services Committee voted on the proposal to align Aberdeen City and Aberdeen and Moray Divisions to a single division and the result was in favour of the proposal.

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Aberdeenshire Policy and Resources Committee did not hold a vote as it was deemed unnecessary, and feedback from the Committee and Councillor Martin Kitts-Hayes, as Deputy Leader of Aberdeenshire Council, was supportive of the proposal.

In response to feedback received in the North East during the engagement and consultation phase, and in particular to address specific concerns raised by local stakeholders, it was decided that;

- a) The new division will be named North East Division with the identifier "A" Division and in response to feedback the headquarters will be based in Queen Street, Aberdeen. It is the commitment of Police Scotland that, while the Queen Street office in Aberdeen is occupied by Police Scotland, this will be the Divisional Headquarters for North East Division. This proposal is fully supported by the existing Divisional Commanders as a positive step for policing in the North East.
- b) Police Scotland will further strengthen commitment to local partnerships through the introduction of a new Superintendent role to oversee and further build on these partnerships; a role crucial to maintaining the positive relationship with external stakeholders. This role will also support the resilience for superintending ranks in the North East.
- c) Concerns regarding the commitment of the Divisional Commander to Aberdeen have been addressed by the fact that Police Scotland can demonstrate that other cities in Scotland, such as Glasgow as the largest city, and Dundee, already operate effectively and efficiently with a Divisional Commander who commands three Local authority areas with a support structure which includes a Superintendent with oversight of partnership working.
- d) There will be no change to the local area command structure in the North East and the focus will remain on the effective delivery of local policing, with performance reporting continuing to be undertaken at a Local Authority level.

### 2.1.4 Argyll and Clyde – Renfrewshire & Inverclyde and Argyll and West Dunbartonshire

In Argyll and Clyde, all MPs and MSPs were written to and informed of the intent to progress to discussions regarding proposals to join Renfrewshire & Inverclyde and Argyll and West Dunbartonshire Divisions, as well as being offered personal meetings with the Divisional Commanders, Chief Superintendents Jim Downie (Renfrewshire & Inverclyde) and Helen Swann (now retired and replaced by Chief Superintendent Grant Manders) (Argyll & West Dunbartonshire). Meetings were held with Jackie Baillie MSP, Gemma Doyle MP, Mike McKenzie MSP, Iain McKenzie MP, Stuart McMillan MSP, Hugh Henry MSP and Annabel Goldie MSP.

Public media messaging also formed part of the consultation activity which included press releases, radio interviews and live question and answer sessions via Twitter with respective Divisional Commanders.

In response to feedback received in Argyll and Clyde during the consultation and engagement phase, and in line with our commitment to fully understand, listen and respond to the feedback, Police Scotland carefully considered all responses and points of view. During the consultation process many of those consulted provided feedback which was positive or neutral with regard to the proposals. A small number of specific local issues have been identified which continue to cause concern to some stakeholders. These specific local issues are;

- Speculation that Dumbarton Police Office will close
- The loss of a Divisional Headquarters in Dumbarton
- The impact of the proposals on local policing
- Consultation, public awareness and engagement

Some concerns remain from a number of Argyll and Bute councillors that in the wake of a merger, resources would be drawn regularly or permanently from Argyll and West Dunbartonshire Division, to support the busier Renfrewshire and Inverclyde Division. Some comments made publicly in West Dunbartonshire include observations that if necessary any proposed restructuring should consider additional or alternative options such as merging Argyll & Bute Sub Division with Highlands and Islands Division; West Dunbartonshire Sub Division with Greater Glasgow Division; and taking East Renfrewshire Sub Division from Greater Glasgow Division into Renfrewshire and Inverclyde Division.

During the course of local engagement and in order to assuage concerns being expressed locally, Police Scotland confirmed publicly that Dumbarton Police Office will remain open for the foreseeable future, and that there would be no change to policing at local area command level, notwithstanding any decision to bring these two divisions together. The additional concerns raised will once again be fully addressed when this matter is reviewed at the appropriate juncture.

#### 2.1.5 Internal Engagement

The proposals to Strengthen Local Policing in both the North East and Argyll and Clyde were presented to and considered by the Police Scotland Senior Leadership Board (SLB) on Monday 22 June 2015. An options paper was presented to SLB members to discuss and agree a way forward regarding proposals to strengthen Local Policing by creating a single division from the existing Aberdeen City and Aberdeenshire & Moray Divisions. The proposal to create a single division in the North East was approved in principle at the meeting, with a recommended

implementation date of 1 October 2015. This date has clearly passed and the recommended implementation date is now 1 January 2016. At the same meeting on 22 June 2015, members decided to retain the status quo meantime in Argyll and Clyde.

A Strengthening Local Policing Governance Group, chaired by the Deputy Chief Constable (Local Policing) was established and ten meetings have been held between December 2014 and October 2015.

#### 2.1.6 North East – Aberdeen City and Aberdeenshire and Moray

Between 10 December 2014 and 30 January 2015 inclusive, there were a number of internal engagement activities for Strengthening Local Policing in Aberdeen City and Aberdeenshire & Moray Divisions. These included focus groups with staff, face to face meetings with staff associations such as Unison, ASPS and the Scottish Police Federation; engagement with national policing functions delivered in the North East; information on proposals and updates were also released in the divisional bulletin in both divisions; Force Intranet announcements by DCC Fitzpatrick were released to all officers and staff outlining progress to date on the Strengthening Local Policing project. No significant concerns were raised during the internal engagement and feedback was positive.

#### 2.1.7 Argyll and Clyde – Renfrewshire & Inverclyde and Argyll and West Dunbartonshire

Between 5 December 2014 and 25 February 2015 there were a total of 28 internal engagement activities within Renfrewshire & Inverclyde and Argyll and West Dunbartonshire Division involving staff and officers, inclusive of all ranks and positions. This incorporated a total of eight focus groups for Renfrewshire & Inverclyde Division and four focus groups for West Dunbartonshire Division. All focus groups held had opportunities for Staff, Officers, Sergeants and Inspectors locally to attend. Written communication was circulated in the format of divisional information bulletins. Federation representatives from both Divisions were consulted and engaged with on three separate occasions. The Divisional Commanders from both Divisions held five personal sessions with senior management to discuss proposals which was inclusive of Road Policing and Crime Management. Intranet communication messages were relayed by DCC Fitzpatrick and individual Divisional Commanders. Feedback from the internal consultation exercises was positive with the only points of concern noted as potential for increased travel distances and impact should there be any station closures.

## 2.2 Question 2

Evidence on how Police Scotland propose to ensure that Local Authorities continue to enjoy appropriate access, and responsiveness, to senior decision-makers from Police Scotland where changes are proposed;

### **2.2.1 Police Scotland response**

2.2.2 There are no changes proposed to the existing arrangements whereby Assistant Chief Constables have geographic responsibility for the local policing areas in the North, East and West of Scotland. Every Divisional Commander in each of the Local Policing divisions across the country currently meets regularly with their respective Local Authority Chief Executive and this will not change. Divisional Commanders also report to local authority scrutiny boards and again there will be no changes to existing scrutiny arrangements. A senior management team will remain within each division. In the North East, the senior management team will include a new Superintendent post whose role will be a partnership one; both to continue with existing partnerships but also to develop new and meaningful ways to engage with partners. There will be no change to the local area command structure in the North East and the focus will remain on the effective delivery of local policing, with performance reporting continuing to be undertaken at a Local Authority level.

### **2.3 Question 3**

How senior officer resilience and work-life balance across the service will be supported within any change or rationalisation – locally and nationally - and especially within the superintending ranks;

#### **2.3.1 Police Scotland response**

2.3.2 All resourcing matters and implications likely to be affected by change are considered by the Force Executive prior to implementing any such changes or rationalisation. In terms of Strengthening Local Policing, the Scottish Police Federation has been invited to all interdependencies meetings.

In considering proposals to strengthen local policing, careful consideration was taken of spans of command and it was confirmed that neither proposal would involve creating a new division that was larger in terms of numbers of officers and staff than any existing Police Scotland division.

In the North East, in response to engagement feedback, an additional Superintendent post was added to the proposal. The Association of Police Superintendents (ASPS) has been engaged on the original and revised proposals.

The current national Superintendents Review which aims to promote an increasingly efficient and healthy working environment where officers feel motivated and valued will aim to strengthen the policing model further and any proposals relevant to local policing divisions will be implemented as appropriate. Mr John Foley from the Scottish Police Authority has been present during initial meetings of the Superintendent Strategic Review Group.

The work-life balance and resilience of superintendents is also being advanced corporately through the Working Time Regulations Gold Group.

## **2.4 Question 4**

Assurance on how any proposed changes have been considered alongside existing community planning structures and will contribute to partnership working and the successful delivery of shared outcomes;

### **2.4.1 Police Scotland response**

2.4.2 As already indicated, extensive consultation and engagement has been carried out in both Argyll and Clyde and the North East regarding the proposals. Existing community planning and partnership arrangements will remain unchanged. In the North East, in response to the consultation feedback and in recognition of the importance of partnership working, a new Superintendent post will be created. This post-holder will be responsible for driving partnership and engagement activity towards shared outcomes.

## **2.5 Question 5**

How work to assess and quantify potential efficiencies has progressed and what a timeline for realisation may look like;

### **2.5.1 Police Scotland response**

2.5.2 In the **North East**, the known post reductions at this time will realise 6 extra posts being re-deployed.

In terms of a timeline, the Chief Supt post will be converted upon retirement of the current post holder, thought at this time to be July 2016. Likewise, both the Supt and Chief Inspector posts will be converted upon retirement of the current post holders, the Supt is thought to retiring in 2018 and the Chief Inspector in 2017. One of the Inspector posts and the Sergeant post will be converted upon the realignment of a shared CID, on 1 January 2016. That Inspector post is currently a Detective Inspector within the Crime Management Unit, the Sergeant post is a Detective Sergeant in the Divisional Intelligence Unit, both of these posts will be converted to Detective Constable posts within the shared Public Protection Unit.

The remaining Inspector post is one of the current Divisional Co-ordination Unit (DCU) Inspector posts, the shared DCU will not be fully realised until 1 April 2016, due to the need for separate performance reporting up to that date. The actual posts within the shared DCU have still to be approved by the new Divisional Commander, however it is projected that a DCU Inspector post will be converted to a constable post on 1 April 2016.

## **RESTRICTED UNTIL PRESENTED TO SPA BOARD**

Taking the above timeline into account, a total of 6 posts will be converted to constable posts, 4 of them to operational policing, 2 of them within the PPU.

The table immediately below shows the projected efficiencies in relation to salary costs in the North East. The figures are based on salary as at 1 September 2015 including National Insurance at 9% - as budgeted for 2015-2016, and the costs for midpoint for each rank, less costs of constable.

### **North East (A and B)**

<b>Rank</b>	<b>Salary saving against constable salary</b>	<b>Number of posts reduced</b>	<b>Total Saving</b>
Ch Supt	54,802	1	54,802
Supt	42,618	1	42,618
Ch Insp	24,483	1	24,483
Insp	20,660	2	41,320
Sgt	8,990	1	8,990
		<b>TOTAL 6</b>	<b>172,213</b>

In **Argyll and Clyde**, there were also projected post reductions and salary savings, and the plan for the reduced posts was to convert them into constable posts, however the existing divisional structure will remain presently. From a reduction in senior management posts alone, 4 posts would have been converted to constable posts. The proposals will be reviewed and considered again in the future, but not before quarter 3, financial year 2016/17.

The table immediately below shows the projected efficiencies made in relation to senior management salary costs in Argyll and Clyde, should those proposals have been approved. The figures are based on salary as at 1 September 2015 including National Insurance at 9% - as budgeted for 2015-2016, and the costs for midpoint for each rank, less costs of constable.

### **Argyll and Clyde (K and L)**

Rank	Salary Saving against Constable salary (£)	Number of senior officer posts converted to constable	Total Saving (£)
Ch Supt	54,802	1	54,802
Supt	42,618	3	127,854
		<b>Total 4</b>	<b>182,656</b>

## **2.6 Question 6**

How any proposed structural changes will read across to decisions about the police estate, given the strong prominence stakeholders in both the north-east and west coast have given to the status of local headquarters buildings;

### **2.6.1 Police Scotland Response**

2.6.2 At present there are no proposed structural changes to the estate in either Argyll and Clyde or the North East. Any proposed changes to estates will be progressed in line with the Police Scotland Estates Strategy and in full consultation and agreement with the Scottish Police Authority.

## **2.7 Question 7**

What preparations for further planned communications have been made to inform and engage internally and externally with local interests and the workforce in each area where changes were under consideration?

### **2.7.1 Police Scotland Response**

2.7.2 A full communications plan has been prepared which will inform both internal and external stakeholders and partners at various junctures prior to and during any proposed changes. The communication and engagement planning is split into distinct areas as below:

1. External and internal national communication
2. External and internal communication A/B Division
3. External and internal communication K/L Division.

The communications plan includes briefings for press, key stakeholders, police officers and staff, intranet articles and letters from Divisional Commanders to external partners.

The full communications plan can be located at Appendix A.

## **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications relating to this other than those already contained within the report.

**4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications associated with this other than those already contained within the report.

**5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications associated with this report.

**6. REPUTATIONAL IMPLICATIONS**

- 6.1 The Police and Fire Reform (Scotland) Act 2012, places certain responsibilities upon the Chief Constable, in particular;

Section 17 (1) of the Police and Fire Reform (Scotland) Act 2012 provides that;

The chief constable is responsible, and must account to the Authority, for the policing of Scotland and,

Section 17 (2) (e) and (f) of the Act further provides that the chief constable; must seek to secure continuous improvement in the policing of Scotland (subsection e) and must designate local commanders and ensure that adequate arrangements are in place for the policing of each local authority area (subsection f).

The changes to policing arrangements outlined in this report are entirely in keeping with the provisions of Section 17 of the Act as detailed above and the new Divisional Commander of North East Division will, on appointment, assume responsibility for ensuring that this model is fit for purpose and that any identified issues are addressed.

**7. SOCIAL IMPLICATIONS**

- 7.1 There are no social implications associated with this report.

**8. COMMUNITY IMPACT**

- 8.1 There are no community implications associated with this other than those already contained within the report.

**9. EQUALITIES IMPLICATIONS**

- 9.1 There are no equality implications associated with this report.

**RECOMMENDATIONS**

Members are requested to note the contents of this report.



Disclosable under FOISA 2002	<b>NO</b>		
Author/Contact	Superintendent Mark Hargreaves	Department / Unit	Local Policing Development & Support Team
Date Created	<b>21 September 2015</b>	Telephone	<b>0141 532 4704</b>
Attachments: Appendices 1-5			

**STRENGTHENING LOCAL POLICING  
COMMUNICATION AND ENGAGEMENT PLAN**

**1. PURPOSE**

To present the joint communications and engagement approach aligned to the proposals regarding A & B Divisions and K & L Divisions.

**2. BACKGROUND**

At the Senior Leadership Board Meeting (SLB) on Monday 22 June 2015 an options paper was presented to the members to discuss and agree a way forward regarding proposals to strengthen Local Policing by creating a single division from the existing K and L Divisions, and a single division from the existing A and B Divisions. These proposals have been the subject of intensive and ongoing internal and external consultation over a number of months.

It is acknowledged that, while these are separate issues there is clearly a common theme, and as such the communication around these proposals should be coordinated in a manner that would be expected by the stakeholders involved.

**3. CURRENT POSITION – A/B DIVISION**

The proposal to create a single division in the north east was approved in principle at the aforementioned SLB meeting, with a recommended implementation date of 01 October 2015. Further work including an assurance review has resulted in a revised proposed implementation date of 01 January 2016 based on an announcement to progress in early October 2015. It is assessed that this would provide a sufficient lead-in time to put in place the measures necessary to progress with a single division from this date.

**4. CURRENT POSITION – K/L DIVISION**

The proposal to create a single division from the existing K and L Divisions was not accepted meantime. A number of factors contributed to this decision and it was decided to review this

position at a later date, which would be no earlier than Quarter 3 of 2016/2017 to ascertain if this proposal should be taken forward at that time.

## **5. COMMUNICATION AND ENGAGEMENT PLAN**

The communication and engagement planning for Strengthening Local Policing can be split into distinct areas as below:

1. External and internal national communication
2. External and internal communication A/B Division
3. External and internal communication K/L Division.

## **6. SEQUENCING OF NOTIFICATION**

It is critical that the communications are delivered in a manner consistent with the consultation activity in order to ensure that key stakeholders are notified at the appropriate time. Accordingly, a proposed sequencing of notification is detailed in Appendix 1.

## **7. OVERARCHING KEY MESSAGES**

- Consultation and engagement with local authorities and partners has been taking place to inform proposals to create single policing divisions in the North East and Argyll and Clyde. While clearly there are common themes surrounding these proposals, they have been considered on their individual merits and led by Local Policing teams. The decisions that have been taken are driven by the aim of enhancing the delivery of effective policing services to the areas subject to the proposal.
- The Local Policing Commanders of all four existing divisions are fully supportive of the decisions made and will continue to work together to deliver a local policing service that serves the needs of the communities in their area.
- As an organisation, Police Scotland is committed to delivering the most effective and efficient policing service to the public. We will continue to monitor our policing structures across the country to ensure the organisation is able to continue to focus on the delivery of a local policing service.

### **7.1 KEY MESSAGES – A/B DIVISIONS**

- The creation of a single division, to be named North East Division with the identifier “A” Division, from the existing A & B Divisions is a positive step for policing in the North East and fully supported by the Divisional Commanders.
- The creation of a single division will enable more flexible deployment of officers, enhancing our capability at an operational level. It is proposed this will take effect on 01 January 2016.
- Extensive consultation both internally and with external partners and the local authorities has taken place which has informed this decision.
- The proposed new division already has some shared services (e.g. Business Support, Detective Superintendent) which are operating effectively and cohesively.

## **RESTRICTED UNTIL PRESENTED TO SPA BOARD**

- Reflecting the feedback expressed as part of this engagement, the divisional headquarters will be Queen Street in Aberdeen and will remain at this location while Police Scotland have these premises for use.
- Feedback concerning our commitment to ongoing partnerships will be addressed by the introduction of a new Superintendent role to oversee and maintain local partnerships, a role crucial to maintaining and continuing to build on the positive relationships with external stakeholders. This role will also support the resilience for Superintending ranks in the North East.
- There will be no change to the Local Area Command structure. Our focus remains on the effective delivery of local policing, with performance reporting continuing to be undertaken at a Local Authority level.

If asked about the future leadership of the single division:

- An announcement on the Divisional Commander for the new single division will be made in due course.

### **7.2 KEY MESSAGES – K/L DIVISIONS**

- The decision to retain the existing divisional structure at this time has been taken following an extensive period of internal and external consultation with the feedback provided taken on board.
- In light of this, the decision will be reviewed at a later date, which will be no earlier than Quarter 3 of 2016/2017.

### **8. SUGGESTED COMMUNICATION DOCUMENTS**

It is proposed that the following documents will be adopted to ensure consistency of messaging from the relevant business areas within Police Scotland. These will largely mirror the key messages as articulated in section 7 and are provided in Appendices 2-5. This consists of:

- Briefing document for key stakeholders
- Intranet article
- Local Policing Commanders' letter / communication from A/B
- Local Policing Commanders' letter / communication from K/L.

### **9. CONCLUSION**

The DCC is asked to approve the proposed communication strategy.

**APPENDIX 1**

**SEQUENCING OF NOTIFICATION PROPOSAL**

<b>Activity Date / Time &amp; Person Responsible</b>	<b>Stakeholder</b>	<b>Details of Communication Activity</b>
w/b 19 October Lucy Adamson to David Hamilton in SG	Cabinet Secretary/Police Division	Written update from DCC Fitzpatrick confirming communication and engagement plans
By Friday 23 October Andrew Walker /Corporate Communications	SG/SPA Comms	Advance sight of news releases and national media messaging.
Monday 26 October Divisional Commander CS Watson / CS Thomson  ACC Robertson to co-ordinate	SPA A/B location member Morag McLaughlin	Pre-brief ahead of SPA members meeting to SPA location member for A/B.
Monday 26 October Divisional Commander CS Manders / CS Downie  ACC Mawson to co-ordinate	SPA Graham Houston and Douglas Yates	Pre-brief ahead of SPA members meeting to SPA location members for K/L, (timing to be co-ordinated with action above)
Tue 27 October 2015 DCC Fitzpatrick, ACC Robertson	SPA Private Members meeting	Verbal update to SPA members from on decision/next steps.
Tuesday 27 October (timing : following private members session) Divisional Commanders	Critical partners	Consideration by Divisional Commanders : who do you want to give notice to of decisions to be announced next day?
Wed 28 October 2015 0900hrs (Subject to Review ) Divisional Commanders A/B, K/L	Officers and staff within A/B/K/L Divisions	Divisional Commanders briefing to staff (Divisional Commanders communications in Appendices 4 & 5).
Wed 28 October 2015 1000 hrs Corporate Communications	Police Scotland Intranet	Intranet article. Appendix 3.

**RESTRICTED UNTIL PRESENTED TO SPA BOARD**

Wed 28 October 2015 before 1000 hrs Force Executive / HMICS Liaison	HMICS	Delivery of prepared messages supported by verbal update. Briefing document (Appendix 2).
Wed 28 October 2015 before 1000hrs (TBC) ACC Robertson	ASPS / SPF / Unions	Telephone call to update on next steps.
Wed 28 October 2015 before 1100hrs Divisional Commanders A/B, K/L	Local authorities, elected members (MPs, MSPs (constituency and regional list), MEPs, councillors and any other key internal and external partners previously engaged	Divisional Commanders update to local authorities and elected members who have still to be informed. (Divisional Commanders communications in Appendices 4 & 5).
Wed 28 October 2015 before 1100 hrs Letter from DCC Fitzpatrick Force Executive /Scottish Parliament Liaison	Clerks of Justice Committee and Justice Sub-Committee	Letter informing members of the Justice and Justice Sub-Committee of decisions taken.
Wed 28 October 2015 1100hrs Local Policing Comms Teams/Corporate Comms	Local Media /Social media	Issue local news releases for A&B and K&L Corporate Comms to lead on national media lines regarding overall proposals

## **APPENDIX 2 – BRIEFING DOCUMENT DRAFT FOR KEY STAKEHOLDERS**

Police Scotland's Executive team have considered proposals to strengthen Local Policing by creating a single division from the existing K and L Divisions, and a single division from the existing A and B Divisions. These proposals have been the subject of extensive internal and external consultation over a number of months.

### **NORTH EAST**

The proposal to create a single division in the north east from the existing A & B Divisions was approved in principle, with a proposed implementation date of 01 January 2016. This would provide a sufficient lead-in time to put in place the measures necessary to progress with a single division from this date.

The creation of a single division will facilitate more flexible deployment of officers and enhance capability at an operational level.

The new division will be named North East Division with the identifier "A" Division and in response to feedback the headquarters will be based in Queen Street, Aberdeen. It is the commitment of Police Scotland that, while the Queen Street office in Aberdeen is occupied by Police Scotland, this will be the Divisional Headquarters for North East Division. This proposal is fully supported by the existing Local Policing Commanders as a positive step for policing in the North East.

Extensive internal and external consultation has been undertaken and informed this decision. In response to feedback, we will further strengthen our commitment to local partnerships through the introduction of a new Superintendent role to oversee and further build on these partnerships, a role crucial to maintaining the positive relationship with external stakeholders. This role will also support the resilience for Superintending ranks in the North East.

It should be noted there will be no change to the Local Area Command structure and the focus will remain on the effective delivery of local policing, with performance reporting continuing to be undertaken at a Local Authority level.

An announcement on the Local Policing Commander for the new single division will be made in due course.

### **RENFREWSHIRE & INVERCLYDE AND ARGYLL & WEST DUMBARTONSHIRE**

The proposal to create a single division from the existing K and L Divisions is not being progressed at this time. A number of factors contributed to this decision which will be reviewed not earlier than Quarter 3 of 2016/2017.

The decision to retain the existing divisional structure for the time being has been undertaken following an extensive period of internal and external consultation which has informed this decision. Police Scotland is grateful for the active engagement our communities, officers and staff have taken in this process and in line with our commitment to fully understand, listen and respond to the feedback, we have carefully considered all

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responses and points of view. During the consultation process a small number of specific local issues have been identified which continue to cause concern to some stakeholders. However, the majority of feedback received has been supportive.

To allow further consideration of the specific local issues highlighted by the feedback we have received, we have decided that the existing divisional structure in K and L Divisions will remain at this time and will be reviewed not earlier than Quarter 3 of 2016/2017.

This position is fully supported by both Local Policing Commanders in K and L Divisions.

**APPENDIX 3 – INTRANET DOCUMENT**

By Deputy Chief Constable Rose Fitzpatrick

**Update on proposals to restructure local policing in Aberdeen, Aberdeenshire and Moray, Argyll and Bute, West Dunbartonshire, Renfrewshire and Inverclyde**

At the end of last year, I announced a consultation exercise to consider proposals from Local Policing Commanders to restructure local policing in the Aberdeen, Aberdeenshire and Moray, Argyll and Bute, West Dunbartonshire, Renfrewshire and Inverclyde areas.

The key aims of these proposals were to strengthen local policing in those regions and increase consistency in the provision of the service we provide to those communities.

Since then, the Local Policing Commanders for these areas have undertaken significant consultation and engagement which has included participation in public meetings, discussions with community planning partners, focus groups and very useful feedback from many local elected representatives. All this has informed our decisions.

While clearly there are common themes surrounding these proposals, they have been considered on their individual merits and led by Local Policing teams.

Following consideration by the Senior Leadership Board, a decision has been taken to bring together Aberdeen City Division and Aberdeenshire and Moray Division with effect from 01 January 2016. The overwhelming feedback we received regarding this proposal was positive. The creation of a single division will facilitate more flexible deployment of officers and enhance our capability at an operational level.

The new division will be named North East Division with the identifier “A” Division, with the headquarters based in Queen Street, Aberdeen. This proposal is fully supported by the existing Divisional Commanders as a positive step for policing in the North East.

With regard to Renfrewshire and Inverclyde and Argyll and Bute and West Dunbartonshire divisions, a decision has been taken to retain the existing divisional structure at this time following internal and external consultation. This decision will be reviewed not earlier than Quarter 3 of 2016/2017. Both Local Policing Commanders in K and L Divisions fully support this position.

As an organisation, Police Scotland is committed to delivering the most effective and efficient policing service to the public. We will continue to monitor our policing structures across the country to ensure the organisation is able to continue to deliver the best local policing service possible at all times.

End

#### **APPENDIX 4 – A/B LOCAL POLICING COMMANDERS’ - EXTERNAL COMMUNICATION**

As Local Policing Commanders for Aberdeen City Division and Aberdeenshire and Moray Division, it has been our shared belief that bringing these two North East Divisions together would strengthen policing throughout the North East. As you will know, we undertook a significant amount of consultation on that proposal and we have been grateful for the feedback received.

We have recommended to the Force Executive that the decision be made to join the Divisions, which has been supported. I can confirm that 01 January 2016 has been agreed for implementation of the North East Division, also to be known as A Division, for which the headquarters will be based at Queen Street, Aberdeen. A decision on the Local Policing Commander will be made in due course in line with established protocols.

The overwhelming feedback to our consultation was positive, but we recognised and listened to a number of issues that were raised throughout that consultation period. We have taken time to analyse and consider the feedback we have received, which can be grouped under three following areas.

1. Location of divisional headquarters – it has been recommended and agreed that the divisional headquarters be based at Queen Street, Aberdeen. This will remain the divisional headquarters while Police Scotland has premises at the current location.
2. Commitment and capacity to ongoing partnerships, particularly at a strategic level. In light of this feedback, it has been recommended that a senior officer within the new Division, at Superintendent rank, is appointed to maintain strategic oversight of Partnerships to ensure that Police Scotland continues to fulfil its role in ensuring successful outcomes through these partnerships. They will complement an Operational Superintendent and a Support Superintendent, providing comprehensive support to the Local Policing Commander. This role will also support the resilience for Superintending ranks in the North East.
3. No change to Local Area Command structures. We remain committed to local policing and have committed throughout that our intention is to make no change to the Local Area Command structures, at Chief Inspector rank, and their teams. We also remain committed to ensuring our existing policing plans are relevant to community concerns. We would also wish to highlight that performance reporting against the plans will be still be done at a Local Authority level. We remain confident that the creation of the North East Division will enhance the focus on local policing priorities.

We trust this provides the necessary reassurance to those who have raised concerns during the feedback. In addition, we wish to provide further reassurance that as we move towards detailed design, engagement with key stakeholders and partners will continue and will be used to help refine some of the detail going forward.

We wish to thank you once again for your engagement on our proposals and subsequent decision.

Yours sincerely,

**APPENDIX 5 – K/L LOCAL POLICING COMMANDERS’ – EXTERNAL COMMUNICATION**

As you are aware, we have been consulting extensively on proposals to strengthen local policing in Argyll & Bute, West Dunbartonshire, Renfrewshire and Inverclyde, with a view to increasing consistency in the provision of the service we provide to our communities.

This consultation has included engagement with all Councillors, MSPs, MPs, Community Councils and Community Planning Partners, as well as the Scottish Police Authority and other key partners. In addition, we have consulted internally to ensure that police officers and members of police staff have had the opportunity to fully understand and comment on the proposals.

We are grateful for the active engagement our communities have taken in this process and in line with our commitment to fully understand, listen and respond to the feedback we have carefully considered all responses and points of view.

While the majority of feedback received has been supportive, to allow further consideration of the specific local issues highlighted by the feedback we have received, we have decided that the existing divisional structure in K and L Divisions will remain at this time and will be reviewed not earlier than Quarter 3 of 2016/2017.

I would like to thank you once again for your engagement on our proposals and subsequent decision and would be happy to discuss any matters pertaining to this decision.

Yours sincerely,