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Lanarkshire Local Policing Plan

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Foreword

Lanarkshire is an exceptional place to live, work or visit and I am honoured to lead the police officers and staff who serve such a diverse, dynamic community.

Recent events including the response to the coronavirus pandemic, the United Nations COP26 climate summit and the passing of Her Majesty, the late Queen Elizabeth II, have placed extraordinary pressure on policing and the wider public services across Scotland. I am immensely proud of the significant contribution made by the officers and staff of Lanarkshire Division in support of those events, particularly when considered alongside the exceptional concurrent demands of providing a first class policing service to the citizens and communities of Lanarkshire.

Policing in Lanarkshire is demanding, it is relentless and it is far more than a job to those who serve. It requires steadfast dedication, determination and resilience. As the Chief Constable has repeatedly said of officers and staff; 'it's not what we do, it's what we are.'

By virtue of unique powers and responsibilities, police officers are the embodiment of human rights practitioners. As the Local Police Commander, I am resolute in my expectation that all officers and staff in Lanarkshire Division will police with courage, with compassion and with consistency, leading by example in their actions and making values based decisions that are able to withstand all legitimate scrutiny.

As we enter 2023, Lanarkshire Division remains focused on providing the very best policing service to our communities. This is not without significant challenges both operationally and organisationally. The cost of living crisis is having a profound impact on individuals, families and communities, with our most vulnerable citizens experiencing the most acute pressure. Policing, and the officers and staff who serve Lanarkshire, is by no means insulated from such financial pressures and I will do everything I can to support those who provide that essential public service.

Under the Police and Fire Reform (Scotland) Act 2012, the Chief Constable has a statutory responsibility for the policing of Scotland and the designation of Local Police Commanders for each local authority area. Local Police Commanders must then prepare and submit a Local Police Plan to their local authorities for approval.

My Local Police Plan for 2023-26 sets out three key priorities; Protecting our communities, Safeguarding our citizens and Enhancing our service. The priorities

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should not be viewed in isolation but together, as one consolidated ambition; to improve the safety and wellbeing of the people and communities in Lanarkshire.

The priorities were set following consideration of a range of sources including the analysis of current and emerging demand for policing services and the plans and ambitions of our partners. Formal and informal consultation with individuals and groups proved invaluable in helping us to truly understand what matters most to the citizens and communities we serve and the professional experience and opinions of our officers and staff provided a crucial, irreplaceable perspective that added yet further value.

This approach has ensured that our priorities seek to address what our communities are most concerned about and are strategically aligned to the desired outcomes of our partners at both a local and national level, with who will work tirelessly in pursuit of shared objectives.

Lanarkshire Division is ready to meet the challenges that are before us and as the Local Police Commander I will personally drive improvements to continuously enhance the service we provide to the people of Lanarkshire.

Chief Superintendent Stevie Dolan, Local Police Commander, Lanarkshire Division

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Introduction

Lanarkshire Division serves the local authority areas of North Lanarkshire Council and South Lanarkshire Council, the fourth and fifth largest local authorities in Scotland.

Lanarkshire has a population of two thirds of a million people, an eighth of the entire population of Scotland, and covers an area of approximately 870 square miles. The area has an enviable history, including two UNESCO World Heritage sites; New Lanark and the Antonine Wall and has been home to many world famous people; from the missionary David Livingstone to the footballer Sir Matt Busby.

The area is as diverse as its people, ranging from urban areas associated with traditional industry, such as Motherwell and Coatbridge, to the rural farming communities of Clydesdale and the new towns of East Kilbride and Cumbernauld.

The Community Planning Partnerships of North and South Lanarkshire have ambitious plans to improve outcomes for all citizens and communities. The Plan for North Lanarkshire and the South Lanarkshire Community Plan both provide a clear framework, which enables partners to coalesce around a shared ambition and a series of priorities to which we can all make a meaningful contribution.

Despite a great many successes, challenges remain. Partners are unwavering in their collective determination to reduce poverty and vulnerability, while increasing attainment and growth, which contributes to safety and security. Policing plays an active part across Community Planning Partnership activities and multiagency groups, as contributors to a shared response to important issues at a local and national level.

Our Local Police Plan priorities support this collaborative aspiration and will be reviewed regularly to ensure they remain current, meaningful and supportive of the wider partnership objectives.

National strategic alignment

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress as demonstrated below. In addition to the Annual Police Plan, Police Scotland's thirteen Local Policing Divisions produce Local Police Plans which reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development.

- Scottish Government National Outcomes/Strategic Priorities/Justice Vision
- SPA/Police Scotland Strategic Outcomes
- Long Term Policing Strategy: Policing for a Safe, Protected and Resilient Scotland
- Enabler strategies including People, Fleet, Estates, Public Contact and Engagement, Enabling Policing for the Future, Digital Data and ICT, Cyber, Environmental, Procurement, Violence against Women and Girls, Equality Diversity and Inclusion

These are underpinned by plans including the Strategic Workforce Plan, Annual Police Plan, Local Police Plans, Local Outcome Improvement Plans, and Financial Plans.

Police Scotland's strategic objectives



Our Vision		Policing for a safe, protected and resilient Scotland
Our Purpose		The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
Our Values		Fairness Integrity Respect Human Rights

Strategic Police Priorities					
Crime and Security	Confidence	Sustainability	Partnerships	People	Evidence
Priorities for Policing					
Protecting Vulnerable People		Tackling Crime in the Digital Age	Working with Communities	Support for Operational policing	
Outcomes	Objectives				
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none">• Keep people safe in the physical and digital world• Design services jointly to tackle complex public safety and wellbeing challenges• Support policing through proactive prevention				
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none">• Understand our communities and deliver the right mix of services to meet their needs• Support our communities through a blend of local and national expertise• Support the changing nature of communities				
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none">• Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service• Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective• Work with local groups and public, third and private sector organisations to support our communities				
Our people are supported through a positive working environment, enabling them to serve the public	<ul style="list-style-type: none">• Prioritise wellbeing and keep our people safe, well equipped and protected• Support our people to be confident leaders, innovative, active contributors and influencers• Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging				
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none">• Use innovative approaches to accelerate our capacity and capability for effective service delivery• Commit to making a positive impact through outstanding environmental sustainability• Support operational policing through the appropriate digital tools and delivery of best value				
Performance and Implementation					
Evidence based policing					

Local policing delivery context

The purpose of Police Scotland is to improve the safety and wellbeing of people, places and communities in Scotland and, working in collaboration with others, we seek to achieve that purpose in a way that is accessible to and engaged with local communities, and promotes measures to prevent crime, harm and disorder.

Lanarkshire Division is the second largest of the 13 territorial Local Police Divisions in Police Scotland. We are led by a Local Police Commander in the rank of Chief Superintendent, who is supported by three Superintendents and one Detective Superintendent.

Lanarkshire is divided into four policing areas, two in each local authority area. Each of the four policing areas is led by a Local Area Commander in the rank of Chief Inspector and they are responsible for delivery of the Local Policing Plan priorities in their respective areas.

In North Lanarkshire the two policing areas are geographically in line with the Community Board areas of:

1. Motherwell, Wishaw, Bellshill and Shotts
2. Coatbridge, Airdrie, Cumbernauld, Kilsyth and the Northern Corridor

In South Lanarkshire the two policing areas are aligned to the locality areas of:

1. East Kilbride, Cambuslang and Rutherglen
2. Hamilton and Clydesdale

Policing extends far beyond the visible front line of emergency response and community policing officers that are the public face of policing in Lanarkshire and with whom they are most familiar. This is more applicable as we provide services within a digital world.

At a local level, Lanarkshire Division has an extensive CID and Public Protection capability that, under the leadership of three Detective Chief Inspectors, deal with a wide range of serious, series and complex crime; from dismantling organised crime groups to investigating the most heinous sexual offences.

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Regionally, we are supported by a number of specialist departments including Area Control Rooms & Service Centres, Armed Policing, Major Investigation Teams, Police Dog Units and Road Policing Units.

At a national level, Lanarkshire Division has access to further specialist assets such as Air Support, Dive & Marine Unit, National Rape Investigation Unit, Mountain Rescue and the Human Trafficking Unit.

Policing in Lanarkshire is without question a collective, collegiate effort in which every single officer and member of police staff makes a valuable contribution in keeping our communities safe.

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Local priorities

The demands on policing in Lanarkshire and across Scotland continue to evolve at pace. The role of the police is far broader than traditional law enforcement and extends to protection, prevention and working in partnership to ensure long term solutions to complex, multifaceted problems.

To respond effectively to the issues that matter most to our communities and pose the greatest risk of harm to our citizens, Lanarkshire Division has identified three key priorities that will be the focus of our activity throughout the life of this Local Policing Plan; Protecting our communities, Safeguarding our citizens and Enhancing our service.

Protecting our communities

Our communities rightly demand that policing protects them from crime and disorder. We will be relentless in our pursuit of those who harm, or seek to harm, our citizens. We will use all available police and partner information and fully engage with the community at a local level to ensure we are directly accessible, transparent and immediately accountable. Only through meaningful, community engagement will we maintain and build the public trust and confidence that enables us to fully understand community concerns, such as violence, antisocial behaviour, theft or sexual crime.

Working with the public and our partners we will ensure that we have the right police resources in the right place at the right time to deter and detect crime. We will consider what initiatives have worked well elsewhere and determine if they could be applied in Lanarkshire.

We will develop a prevention plan that will encourage innovation from our officers and staff to try new tactics and evaluate the impact of their work. In doing so we will consider the underlying causes of issues and seek to address them through early and effective intervention with those on the cusp of criminality, whether through vulnerability, association or desire.

Our intelligence and analytical functions will provide the earliest indication of any emerging trends and use historical data and professional expertise to predict likely demands. This will allow us to act swiftly and decisively in the interest of our communities, thereby minimising the risk of harm to our fellow citizens.

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We will work with our partners to tackle Serious Organised Crime, which inflicts such damage and misery to the very fabric of our communities, and drive the development of a multiagency action plan that will deprive those involved in such activity of both the will and resources to continue in their criminal endeavours.

Safeguarding our citizens

It is a fundamental tenet of policing that officers and staff should protect those who cannot protect themselves; the most vulnerable in our community. We will further enhance our processes and capabilities to identify and support those at most risk of harm, while recognising that where physical or mental health concerns are dominant factors in that vulnerability we must immediately transfer care to those who are professionally qualified to provide it.

The number of drugs deaths in Lanarkshire is simply unacceptable. Each death is tragic, potentially avoidable and we will utilise our finite resources to pursue those who produce or supply controlled drugs. We will also work with our partners to develop a plan to implement the actions and recommendations of the Drug Deaths Taskforce's final report, published in July 2022, and in doing so contribute to the wider effort to reduce the lethal impact of drugs in our communities.

Gender based abuse, including violence against women and girls, is utterly abhorrent. It has no place in society and we will do everything we can to bring offenders to justice, while safeguarding those who has taken the brave step to report such dreadful behaviour and working with our partners to develop a holistic plan to eradicate this wholly unacceptable conduct.

There has been a sustained rise in online crime in recent years, from online fraud to child sexual exploitation. Almost all enquiries currently undertaken by police in Lanarkshire have some form of digital footprint, which adds an additional layer of complexity and resource intensive investigations. We will continue to develop our investigative capability in this field, offer advice and education inputs in respect of online safety and support victims of such crimes.

Lanarkshire has a vast road network, from motorways to country tracks, with which comes an immense number of road users. Our aim is to reduce the numbers of deaths or those seriously injured on our roads through intelligence led policing. We will enhance our analytical capability and work with key local and national partners

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responsible for road safety to develop prevention, engineering, engagement and enforcement activities that mitigate the risk to those who use our roads.

Enhancing our service

We cannot protect our communities or safeguard our citizens without investment in our officers and staff. It is only through their individual and collective efforts that the people who visit, work or live in Lanarkshire are safe, secure and supported.

The wellbeing of our workforce is of paramount importance and we will ensure every officer and member of staff has the opportunity to contribute towards our collective purpose; to improve the safety and wellbeing of people, places and communities in Lanarkshire. We will introduce a wellbeing action plan that enhances the physical and mental wellbeing of our people. In doing so, we will fully engage with relevant Staff Associations and Trades Unions and do everything we can to eliminate assaults of our colleagues, which are deplorable and most definitely 'not part of the job.' We are under no illusion as to the extent of stress and strain the intense demands of policing place on our officers and staff and will take action to mitigate those pressures.

Through improved visibility and accessibility of our Senior Leadership Team we will provide clarity over decisions and direction, enhance accountability and promote a constructive challenge culture that will lead to improved outcomes for our colleagues, citizens and communities alike.

To maximise the availability of our dedicated officers and staff, we will analyse the volume and nature of demand for policing services and develop an operating model that ensures we always deploy our finite resources where and when they are needed most, strengthening our operational resilience.

We will implement a training framework, mentoring programme and pursue joint development opportunities with partners to enhance our capability to respond to the complex challenges of modern policing, while making best use of available police technology that will increase the amount of time we spend with citizens in our communities.

Decades of under investment in our police estate now means that much of it is no longer fit for purpose. We will identify options to transform our existing estate and, where possible, collocate with partners in a way that best serves the public and creates a positive work environment for our dedicated officers and staff.

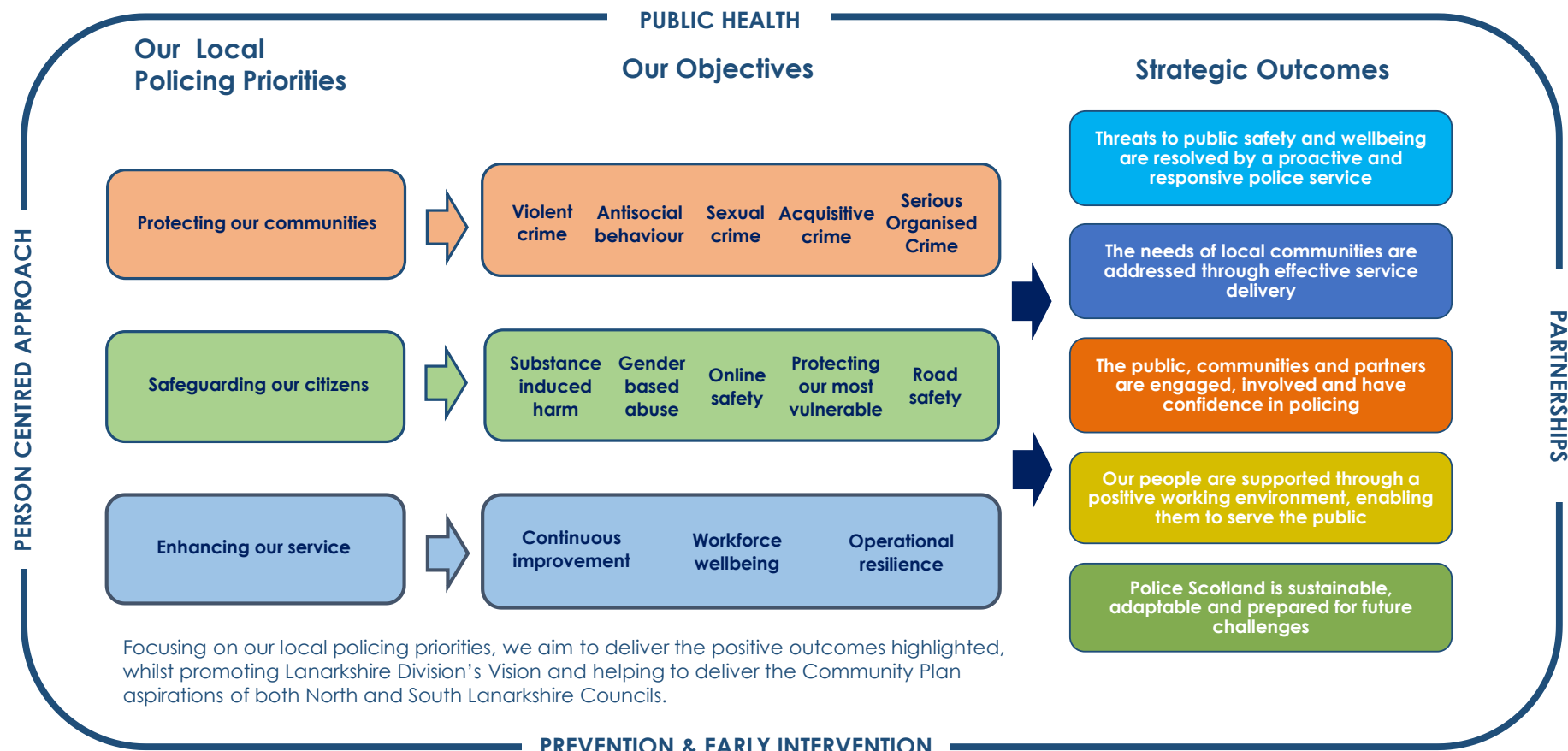
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Plan on a page



Plan on a Page Lanarkshire

Our vision | Policing for a safe, protected and resilient Scotland
Our purpose | Improve the safety and wellbeing of people, places and communities in Scotland
Our values | Fairness, Integrity, Respect, Human Rights



Local objectives and activity

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates new and complex crime types. It also affects traditional crime, much of which now has a digital element.

To protect our communities effectively, we will continue to explore innovative technologies and partnerships.

We will continue to be a key contributor to local joint planning and delivery, helping drive a shift to prevention and early intervention across services.

Objective: Keep people safe in the physical and digital world

Activity: We will be relentless in our pursuit of criminals who harm our citizens and communities

Key milestones:

- Analysis of current/emerging trends, prolific offenders and crime hotspots
- Research of best practice with Community Planning Partners and other police areas
- Design and implementation of action plans to address issues that matter most to communities
- Evaluation and learning

Update expected: Y1-3, Quarterly

Performance measures and insights:

- How well does Lanarkshire Division interpret its analytical output?
- How has best practice from partners and other agencies been used to pursue criminals?
- How effective is Lanarkshire Division at bringing criminals to justice?
- What evaluation and learning has been taken from the action plans?

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Activity: We will improve and enhance our processes for managing and supporting those identified as being at most risk of harm

Key milestones:

- Improve processes for identification of those at most risk of harm
- Develop a new safety plan process to best support those at most risk of harm
- Enhance support for victims

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How effectively does Lanarkshire Division identify its most vulnerable citizens?
- What impact has the new safety plan process had?
- How well does Lanarkshire Division support those at most risk of harm?

Objective: **Design services jointly to tackle complex public safety and wellbeing challenges**

Activity: We will develop and implement a multiagency action plan to proactively target serious organised criminality through effective delivery of the four strands of Scotland's Serious Organised Crime Strategy

Key milestones:

- Review ongoing threat, risk and harm posed by Serious Organised Crime Groups
- Design and implement a multiagency action plan that supports the national strategy
- Delivery plan and update on progress
- Evaluation and learning
- Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How effective is Lanarkshire Division in assessing threat, risk and harm posed by Serious Organised Crime Groups?
- How successful is Lanarkshire Division in tackling the threat from Serious Organised Crime?
- What evaluation and learning has been taken from the action plan?

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Activity: We will work with Community Planning Partners to enhance our understanding of gender based abuse, including violence against women and girls, in Lanarkshire and reduce the harm it causes

Key milestones:

- Generate intelligence on gender based abuse perpetrators providing tactical options to proactively target them and reduce offending
- Analyse crime and incident management data to identify emerging trends/offenders who present a risk to the public
- Design and implement a multiagency action plan with key Community Planning Partners including Lanarkshire's Violence Against Women's Group (VAWG) to protect those at risk of harm
- Design, implement and deliver a multiagency survey for key demographic focus groups (including BAME and seldom held voices in consultations) to understand how safe women and girls feel in public space
- Establish a preventative, diversionary strategy for offenders
- Deliver continuous professional development to specialist and frontline officers utilising key stakeholders

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How is Lanarkshire Division working with Community Planning Partners to mitigate the risk of gender based abuse?
- How effective is Lanarkshire Division at generating and sharing intelligence on gender based abuse perpetrators?
- How effective is Lanarkshire Division at generating and sharing intelligence on individuals at serious risk of harm?
- What organisational learning has been captured and shared from multiagency partners?

Activity: We will develop a partnership approach that targets drug production/supply and addresses drug related deaths in Lanarkshire

Key milestones:

- Gather multiagency data from the Drug Deaths Prevention Group stakeholders to inform activity

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- Develop a multiagency plan that supports the four strands of the Drug Deaths Task Force final report; Context, Culture, Care, Coordination
- Prioritise enforcement of those who produce and/or supply controlled drugs that cause the greatest harm in our communities
- Progress reports
- Evaluation and learning

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How well does Lanarkshire Division interpret and analyse multiagency data?
- How is Lanarkshire Division helping to reduce the harm caused by controlled substances in our communities?
- How effective is Lanarkshire Division in addressing the threat posed by those who produce/supply controlled drugs?
- What evaluation and learning has been taken from the multiagency plan?

Objective: **Support policing through proactive prevention**

Activity: We will develop a prevention plan that addresses the issues that matter most to our communities

Key milestones:

- Identification of criminal activity that has the most impact on our communities
- Work with Community Planning Partners to establish key tactics to mitigate the risk
- Allocate strand leads to drive activity
- Progress reports and impact analysis
- Continuous innovation and improvement
- Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division identify criminality that impacts most on our communities?
- How effective is Lanarkshire Division in preventing crime?
- What innovation tactics and improvements have been identified through the plan?

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Activity: We will reduce death and serious injury on the road network in Lanarkshire

Key milestones:

- Intelligence led policing and proactive engagement with all road users
- Identification of hotspot locations and drivers who present the greatest risk to road safety
- Deliver multiagency activity in support of Lanarkshire Road Safety Governance Board's four key pillars; prevention, engineering, engagement and enforcement

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How well does Lanarkshire Division engage with road users?
- How effectively does Lanarkshire Division identify the key risks to road users?
- How successful are police activities in improving road safety in Lanarkshire?

The needs of local communities are addressed through effective service delivery

To create your Local Police Plan we have engaged and consulted with the public, stakeholders, community representatives and partners including other service providers to ensure we have a shared understanding of the local community and the role of policing within it.

We will continue to improve the services we provide as society evolves, embedding accessibility and inclusivity into all that we do.

We continue to be able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed ensuring our focus remains on the needs of the local community.

Objective: **Understand our communities and deliver the right mix of services to meet their needs**

Activity: We will design an operating model that optimises the availability of police resources where and when they are needed by our local communities

Key milestones:

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- Analyse current demand
- Review divisional police structure
- Develop a target operating model
- Consult with internal stakeholders
- Implement new delivery model
- Evaluate benefits and challenges

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division understand demand and its existing resource base?
- What insights were gained through engagement with stakeholders?
- How effectively is Lanarkshire Division in responding to the concerns of our communities?
- What benefits have the new operating model brought to the citizens and communities of Lanarkshire?

Objective: **Support our communities through a blend of local and national expertise**

Activity: We will maximise the use of regional and national specialist policing resources to support local officers in the investigation/prevention of crime and public protection

Key milestones:

- Review efficiency of the process for securing regional and national policing assets
- Develop an improved and more responsive local mechanism for requesting national resources
- Publicise the value of that support

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How effective is the process to secure regional and national support for local policing in Lanarkshire?
- What benefits has the support brought to Lanarkshire?

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Objective: **Support the changing nature of communities**

Activity: We will work in partnership to support the changing demographics in our communities and protect our most vulnerable citizens

Key milestones:

- Establish current and projected demographics through open source and Community Planning Partnership data
- Establish a multiagency referral process to police
- Introduce enhanced safety visits for our most vulnerable
- Expand the police role in the safety of those seeking refuge or asylum
- Improve outcomes through integrated service delivery with Community Planning Partners

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division understand the changing nature of the communities it serves?
- How effectively does Lanarkshire Division assess and act upon receipt of multiagency referrals?
- What impact have enhanced safety visits had on our most vulnerable citizens?
- How effectively does Lanarkshire Division support those at most risk of harm?

The public, communities and partners are engaged, involved and have confidence in policing

Our values are at the heart of everything we do. Our human rights based approach to policing along with ethical and privacy considerations are of the utmost importance to the service we provide. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions making changes to our services when required. Engaging with people strengthens relevance, responsiveness and accountability and builds trust. We will improve and

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refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

Objective: **Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service**

Activity: Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing

Key milestones:

- Identify areas that could impact on public trust and confidence through local community engagement and the Your Police survey
- Enhance methods of communication to promote transparency and accountability
- Tailor approach based on feedback and legitimate scrutiny

Update expected: Y1-3, Quarterly

Performance measures and insights:

- How does Lanarkshire Division identify areas of significant public concern?
- How effectively is Lanarkshire Division communicating the successes and challenges of modern policing?
- How is Lanarkshire Division responding to legitimate public scrutiny?

Objective: **Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective**

Activity: We will proactively engage with the public, communities and Community Planning Partners on key considerations for policing, maintaining and enhancing public trust and confidence in policing

Key milestones:

- Design a public and stakeholder engagement plan
- Deliver plan on a continuous improvement basis
- Use feedback to inform police activity
- Evaluate engagement, delivery and effect
- Provide feedback on activity resulting from community engagement

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

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- What improvements to accessibility and engagement have been made as a result of the plan?
- How is Lanarkshire Division measuring and improving public confidence and satisfaction in our police service?
- What evaluation and learning has been taken from the action plan?

Objective: **Work with local groups and public, third sector and private sector organisations to support our communities**

Activity: We will develop a collaborative approach to dealing with mental health incidents, which addresses the displaced demand on policing and ensures individuals are supported by the most appropriate service

Key milestones:

- Quantify demand displaced to police
- Work with partners to align demand to the agency best placed to address the issue
- Support Community Planning Partners to improve outcomes for high intensity users of public services

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division understand and identify displaced demand?
- How well is Lanarkshire Division addressing displaced demand on policing services?
- How effective is Lanarkshire Division in identifying and prioritising high intensity users of public services?

Our people are supported through a proactive working environment, enabling them to service the public

The safety and wellbeing of our officers and staff are at the heart of Police Scotland's commitments. The challenges for policing are significant and the part policing plays in daily life will become ever more important as Society faces huge challenges. Policing is also coming under increasing scrutiny and pressure in relation to our actions.

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We will create the environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so.

Objective: **Prioritise wellbeing and keep our people safe, well equipped and protected**

Activity: We will involve our officers and staff in the key decisions that have the greatest impact on them with their safety being paramount

Key milestones:

- Enhance the visibility and accessibility of the Senior Leadership Team
- Design a local engagement plan to enhance situational awareness amongst colleagues
- Implement a local suggestion scheme
- Enhance engagement with Staff Associations and Trades Unions
- Establish a local Your Safety Matters group
- Evaluation and learning

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How directly accessible are the Senior Leadership Team in Lanarkshire Division?
- How effective is Lanarkshire Division engaging with officers, staff and their representatives?
- How is Lanarkshire Division using officer and staff input to shape future developments, including safety at work?
- What evaluation and learning has been taken from these activities?

Activity: We will enhance the wellbeing support for our officers and staff to improve their physical and mental health

Key milestones:

- Collaborate with Community Planning Partners to identify best practice and proven resources
- Implement a bespoke wellbeing action plan
- Ongoing evaluation

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

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- What benefits have been derived from the wellbeing action plan?
- How well does Lanarkshire Division manage absence and support those on modified duties?
- What evaluation and learning has been taken from the action plan?

Activity: We will consider options for a police estate in Lanarkshire that is fit for the challenges of modern policing, which will also enhance wellbeing and morale

Key milestones:

- Condition survey of existing estate
- Identification of options for improvement
- Roadmap and timeline of preferred option
- Implementation of estates transformation

Update expected: Y1-3, Q1 & 3

Performance measures and insights:

- What percentage of the Lanarkshire Division estate is in good (or better) condition?
- What benefits to wellbeing and morale has the estates transformation brought?

Objective: **Support our people to be confident leaders, innovative, active contributors and influencers**

Activity: We will develop our current and future leaders, with the learning points cascaded to all officers and staff

Key milestones:

- Develop forums for officers and staff to address key issues
- Publication of forum output
- Design and implement toolkits for newly promoted officers and staff
- Establish a divisional mentoring programme
- Evaluate effectiveness

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How well is Lanarkshire Division supporting current and future police leaders?
- How effective have the forums and mentoring programme been?

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- How well does Lanarkshire Division cascade the learning outputs from the forums to our officers and staff?

Activity: We will maximise training opportunities, both internally and with partners, to develop our people?

Key milestones:

- Support the implementation and local delivery of the national training needs assessment
- Collaborate with Community Planning Partners on joint training opportunities
- Implement training pathways to upskill our people
- Tailor offering based on feedback and professional judgement
- Evaluate impact of training

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How does Lanarkshire Division identify training needs?
- How successful is Lanarkshire Division in developing our workforce?
- What is the impact of the training on service delivery?
- How accessible are training pathways in Lanarkshire Division?

Objective: **Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging**

Activity: We will develop local 'Lanarkshire Leads' values that not only champion inclusivity, encapsulate who we are and provide clarity on what we expect from each other but are entirely aligned to the existing Force values

Key milestones:

- Develop a holistic action plan that is aligned to the Policing Together strategy
- Reinforce our values through communication and engagement
- Evaluation and learning

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How effective is Lanarkshire Division in proactively promoting equality, diversity and inclusion?
- How successful is Lanarkshire Division in demonstrating values based policing?

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- What evaluation and learning has been taken from the action plan?

Police Scotland is sustainable, adaptable and prepared for future challenges

Ongoing political, technological, economic and societal changes as well as unforeseeable emergencies on a local and global scale require the police service to adapt and respond to future challenges in order to maximise the benefits of future opportunities. This includes working to reduce the impact of our activity, estates and fleet on the environment. Police Scotland aims to make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value. Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

Objective: Use innovative approaches to accelerate our capacity and capability for effective service delivery

Activity: We will design and implement a local improvement plan to actively drive performance, promote organisational learning and challenge ourselves to be better, enabling us to provide the best possible service to our communities

Key milestones:

- Identify areas for development
- Design and implement an improvement plan
- Progress reports through Divisional Governance Board
- Ongoing evaluation

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How effective is Lanarkshire Division in assessing areas for improvement?
- How successful is Lanarkshire Division's improvement plan in enhancing service provision?

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- What learning has been taken from the plan?

Objective: **Commit to making a positive impact through outstanding environmental sustainability**

Activity: We will work in collaboration with Community Planning Partners to develop and implement sustainable public services.

Key milestones:

- Contribute towards partnership environmental strategies
- Local implementation of national environmental, estates and fleet strategies

Update expected: Y1-3, Q2 & Q4

Performance measures and insights: How effective is Lanarkshire Division's collaboration with Community Planning Partners to deliver shared priorities?

Objective: **Support operational policing through the appropriate digital tools and delivery of best value**

Activity: Support the implementation of the digital data and ICT strategy, national Core Operating System and Digital Evidence Sharing Capability

Key milestones: Support the development and local implementation of the national Core Operating System, ensuring officers are able to use the system effectively

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- What local training and awareness is available to support officers in using the COS system?

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Governance and performance

Effective scrutiny and oversight are key to ensuring that policing retains the trust and confidence of the communities of Scotland. We pride ourselves on transparency and accountability and as such, have created comprehensive arrangements for the governance of this plan and monitoring of our performance.

The Police and Fire Reform (Scotland) Act 2012 provides the framework for scrutiny of policing in Scotland. At a national level, the Chief Constable is held to account for policing by the Scottish Police Authority (SPA) and a range of other external bodies, including HMICS and the Scottish Parliament.

At a local level, the Local Police Commander for Lanarkshire is responsible for the production of a Local Police Plan, which must be approved by both local authority scrutiny committees; the North Lanarkshire Community Safety Partnership Forum and the Safer South Lanarkshire Board. The local authority scrutiny committees have a key role in assessing police performance and progress against the outcomes and objectives detailed in the Local Police Plan. The Local Police Commander presents a report to members of the North Lanarkshire and South Lanarkshire committees on a quarterly basis and is subject to robust, transparent examination of the local delivery of policing across Lanarkshire.

Equality, diversity and inclusion

The work of Lanarkshire Division is underpinned by our commitment to equality, diversity and inclusion, whether in our interactions with the communities we serve or between our own officers and staff. Discrimination of any form has no place in society and no place in policing. As the Chief Constable has said: 'Providing everyone with a fair, just and effective policing response is our moral responsibility and legal duty. It is also an operational imperative.'

We are committed to developing and promoting best practice and our duties to equality, diversity & inclusion can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

Policing Together, our Equality, Diversity and Inclusion strategy (2022-26), outlines the action we are taking to champion equality and inclusion so that we tackle sexism

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and misogyny and become an actively anti-racist organisation, it can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/strategic-planning/policing-together-equality-diversity-and-inclusion-strategy/>

The inequalities inherent within society and the needs and experiences of specific communities are factors to which we must pay close attention and this plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty.

Engaging with us

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

The officers and staff of Lanarkshire Division want to hear from you.

Our local headquarters are at:

Police Scotland

Lanarkshire Division

Windmillhill Street

Motherwell

ML1 1RZ

For more detailed information on how to contact your Local Policing Team please refer to the 'Your Community' section of our website at:

<https://www.scotland.police.uk/your-community/lanarkshire/>

As part of the development of this Local Police Plan we have undertaken a period of engagement to allow the public and our partners to provide feedback regarding our strategic direction. This feedback was captured and used to shape the final version of this plan. Further information about this and our wider engagement can be found in our consultation and engagement hub at: <https://consult.scotland.police.uk/>

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If you have information about crime in your area and wish to provide it anonymously, call CRIMESTOPPERS on 0800 555111.

Social Media

Lanarkshire Division has a number of active social media channels that provide a range of information and insight into policing in your area. Our local channels can be found at:

Twitter: @Lanarkshire_Pol

https://twitter.com/Lanarkshire_Pol

Facebook: @Lanarkshire Police Division

<https://www.facebook.com/LanarkshirePoliceDivision/>

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial 999 in an emergency, and 101 in a non-emergency situation.

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This Local Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA).

Service users who are deaf, deafened, hard of hearing or speech-impaired can contact us via Text Relay on 18001 101 for non-emergency, or 18000 in an emergency.

This Local Police Plan can be made available in various alternative formats. For more information, please contact us via our online form:

<https://www.scotland.police.uk/contact-us/>

Lanarkshire Division is committed to continuous improvement in all that we do. If you have something to tell us about our service, please contact us at:

<https://www.scotland.police.uk/contact-us/>

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