Item 3

16th March 2023

Glasgow Community Planning Partnership

Safe Glasgow Partnership

Report by Chief Superintendent Mark Sutherland

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Glasgow City Local Police Plan 2023-2026, update paper

Purpose of Report:

The purpose of this paper is to provide members with an update on Police Scotland's progress in the creation of the Glasgow City Local Police Plan [LPP] 2023 – 2026.

Recommendations:

The Glasgow City Local Police Plan is a strategic document setting out our high level priorities for the next three years. Our performance, measured against the priorities and activities within the Local Police Plan will be subject of regular scrutiny and review through the Safe Glasgow Partnership. Members are asked to

A) note the Local Police Plan consultation process;
B) discuss the final draft plan; and
C) recommend approval of the Local Police Plan to the City Administration Committee.

1 Introduction

1.1 The Glasgow City Local Police Plan has been developed as part of legislative requirements under the Police and Fire Reform (Scotland) Act 2012. The plan documents what the high level local police priorities, objectives and supporting activities are for the Glasgow City area from 2023-2026.

2 We Asked

2.1 Greater Glasgow Division undertakes engagement with the public and partners in various ways, though in recent years we have promoted our **Your Police** online survey. Your Police is a continuous annual survey, designed to measure and improve our understanding of public confidence in local policing, understand feelings of safety and to learn about what matters to communities. In the survey, respondents are asked about policing in their local area.

2.2 In respect of the Glasgow City Local Police Plan (LPP) we have promoted this widely and consulted on our proposed priorities and the draft plan via our online engagement hub and in person in communities. In addition, we undertake independently assessed monthly user experience surveys which capture the views of people who have had recent direct contact with the police service.

2.3 Our Your Police survey data is anonymous however, it captures the demographic of the individual respondent when an answer is provided. This provides assurance that engagement is taking place across our communities including individuals with protected characteristics. For example, for the circa 4000 respondents who answered the survey, approximately 12% were from individuals who identified as being BAME or LGBTQ.

3 You Said

3.1 We know through our own research, several academic studies and wider polling that there are three main areas which affect public confidence in policing:

- Police visibility and accessibility.
- Community engagement.
- Police demonstrating positive values and behaviours.

3.2 Within our LPP engagement the recurring themes included:

- Increased police visibility, engagement and accessibility in communities.
- Anti – Social behaviour inclusive of drug and alcohol related crime.
- Road Safety

3.3 We received feedback in areas such as hate crime, violence against women and girls and the City Centre licensed economy. All feedback is welcome and helps shape our thinking and the LPP.

4 We Did

4.1 The priorities, objectives and activities outlined in the LPP have broadly received favourable support. Amendments have been made following consultation, for example our hate crime priority has been redrafted underlining our commitment to work with all key partners and implement the Hate Crime and Public Order (Scotland) Act 2021. In response to Road Safety feedback, we ensured this priority was supported with an activity to work with Road Policing colleagues to support safer roads for all users.

4.2 We are committed to responding to community feedback such as visibility, accessibility and engagement. We seek to reassure communities through the intelligent allocation of resources and continuous engagement in addressing local issues.

4.3 As can be referenced in the LPP we are committed to a public health approach to policing, working with partners to better support individuals to achieve better outcomes for individuals, families and communities.

4.4 We support a person centred approach in our interactions with people in our communities, provided by officers and staff who are empathetic, have a public service ethos and who impartially uphold the law. Our Policing Values of Integrity, Fairness and Respect with a commitment to upholding human rights remains central to all aspects of our policing.

5 Recommendation

5.1 The Glasgow City Local Police Plan is a strategic document setting out our high level priorities for the next three years. Our performance, measured against the priorities and activities within the Local Police Plan will be subject of regular scrutiny and review through the Safe Glasgow Partnership. Members are asked to

A) note the Local Police Plan consultation process;
B) discuss the final draft plan; and
C) recommend approval of the Local Police Plan to the City Administration Committee.

Glasgow City Local Policing Plan

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Foreword

As the Local Policing Commander for Greater Glasgow Division, I am delighted to introduce our Glasgow City Local Policing Plan for 2023-2026. This document details our Policing Priorities for the three year period ahead, highlighting the outcomes we aim to achieve over that period. The plan is based on our priorities, aligned with those of our partners, and the views of Glasgow's communities on what matters to them.

Chief Constable Sir Iain Livingstone has overall responsibility for policing in Scotland in accordance with the Police and Fire Reform (Scotland) Act 2012. As well as being responsible for providing policing services to the people of Scotland, the Chief Constable must designate local policing commanders, and ensure that adequate arrangements are in place for the policing of each local authority area.

I am proud to be the Police Commander for Greater Glasgow Division, which is comprised of Glasgow City Local Authority, East Dunbartonshire and East Renfrewshire. Greater Glasgow is a rich and diverse place and somewhere I have been honoured to serve the public for the majority of my police career. The demands within Greater Glasgow for policing and other public services, exceeds that of anywhere else in Scotland, they can be complex, challenging and resource intensive. However our officers work tirelessly to deliver policing in collaboration with many partners across all sectors, and the public, to ensure Greater Glasgow is a safe and enjoyable place to live, visit and work.

One of our national priorities is to protect vulnerable people and our officers continue to respond to such situations and individuals with professionalism, empathy and compassion. The harm from drugs and mental health in our communities continues to cause concern, which is one of the reasons why Greater Glasgow Division is promoting, engaging and delivering a public health approach to policing, in collaboration with our partners to better protect the public.

The COVID-19 pandemic had a huge impact on our own workforce and communities in recent years and we will remain agile working closely with partners and the public to keep people safe and protected, whilst continuing to deliver policing services in response to community needs. Public confidence in policing rose during this period

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and I am determined to do all that we can to maintain and build on these levels of confidence in policing.

Our focus is on issues of greatest community concern, we are committed to being an accessible, visible and responsive police service. Our purpose is to improve the safety and wellbeing of people, places and communities in Glasgow. We deliver this through working collaboratively with partners in order to provide the best possible services to the public. As members of the Local Community Planning Partnership, our priorities are linked closely to the Local Outcome Improvement Plan, with a key focus on the delivery of our shared outcomes.

This plan covers the years 2023-2026 however it will be reviewed and monitored periodically ensuring its relevance, allowing us to analyse and respond to emerging issues, identify and build on good practice. This will also ensure our policing activity compliments Local Community Planning.

I look forward to leading police services for the people of Glasgow and working closely with all partner agencies and stakeholders to ensure that Police Scotland and Greater Glasgow Division continues to deliver a professional, high quality service, upon which individuals and communities can have confidence in.

Chief Superintendent Mark Sutherland, Local Police Commander, G Division.

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Introduction

Greater Glasgow Division provides policing across 215 square miles and services approximately 840,000 people who live there. It encompasses widely contrasting communities from densely populated areas such as Craigton, Drumchapel and Shettleston to the semi-rural villages of Eaglesham and Twechar. The division serves three separate local authorities. This police plan relates to the Glasgow City area. East Renfrewshire and East Dunbartonshire have their own respective local policing plans.

Glasgow features many popular landmarks and venues, in recent years the city has developed a reputation for hosting international events. Multi-sport European Championships have graced our city and in 2023 we will host the Cycling World Championships. Glasgow provides a multitude of iconic concert venues and sporting stadia which have all helped instil its reputation as a European culture capital. A thriving city economy attracts international trade and visitors from near and far to enjoy business, shopping and recreation.

In 2021 Glasgow hosted the Global Summit on Climate Change, COP26, whereby 40,000 delegates, including many Heads of State, from all over the globe arrived in Glasgow to discuss the climate crisis currently facing our planet. The Climate Conference required a large policing operation and was delivered safely and securely, our engaging policing style demonstrated our commitment to upholding the rights of all involved balanced against community needs.

Like many cities we have social challenges such as drug and alcohol misuse, inequality and deprivation which impacts on our communities. This Local Policing Plan aims to contribute to reducing harm and building stronger more resilient communities through a public health approach. As key partners in the Glasgow Community Planning Partnership, we share the vision of supporting a world class city with thriving communities, where everyone can flourish and benefit from the city's success. As part of the Community Planning Partnership we will work to deliver improved, integrated public services to the city, supporting partners to address issues where policing is not the most appropriate agency to respond.

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This Local Policing Plan sets out the local policing priorities for Glasgow City for 2023-2026. The plan is a statutory requirement under the Police and Fire Reform (Scotland) Act 2012 and forms part of a broader planning process which takes account of other strategic plans.

It details local and national priorities identified as being significant to the communities of Glasgow and the way in which Greater Glasgow Division will respond to reduce the associated threat, risk and harm.

The views of the community were obtained through community engagement via 'Your Police' survey, which was promoted via our social media channels and through interaction with our local communities and partners.

The plan is designed to deliver positive outcomes for the people of Glasgow. It is closely linked with the city wide Glasgow City Council Strategic Plan, supporting the Local Authorities themes and priority areas.

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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.

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POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

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 I Integrity I Respect I 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	• 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	• 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	• 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	• 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	• 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

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Police Scotland's strategic objectives

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Local policing delivery context

Police Scotland's purpose is to improve the safety and wellbeing of people and communities for a safe, protected and resilient Scotland. This is in line with our values of Fairness, Integrity and Respect and a commitment to upholding human rights.

This police plan relates to the Glasgow City Local Authority, which is covered by Greater Glasgow Policing Division.

Greater Glasgow is led by a Local Policing Commander who holds the rank of Chief Superintendent. The Local Policing Command is supported by a command team of six Superintendents and two Detective Superintendents who each lead dedicated teams across various geographical or functional areas.

Uniformed policing is delivered in our communities through Local Area Commanders [LAC], and their respective teams, who are responsible for delivering the Local Policing Plans in their geographical areas and responding to community concerns.

In Glasgow City, policing services are provided across seven Local Area Commands, each led by a dedicated Chief Inspector who is responsible for local policing services. This includes dedicated community and response officers. In addition Greater Glasgow has a number of functional teams such as Divisional Violence Reduction Unit and Licencing.

The division has several specialist departments including Criminal Investigation, Serious Organised Crime, Intelligence and Public Protection led by four Detective Chief Inspectors. The teams deployed in these specialist areas undertake investigations in relation to serious criminality, organised crime, sexual crime, domestic violence, exploitation and wider public protection concerns. Greater Glasgow is unique in locally having resources dedicated to Human Trafficking and Economic crime.

Greater Glasgow Division is driving our innovative public health approach and we have appointed the first dedicated public health co-ordinator in local policing to ensure this work goes from strategy into making a difference in people's everyday lives. This partnership approach, led by a Chief Inspector, working along-side

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multiple partners, is key to improved outcomes and better services for the most vulnerable in our communities.

Greater Glasgow also has a Local Authority Liaison Officer who is co-located in the City Chambers and works with the Local Authority.

Greater Glasgow has a number of school-based officers who are engaging with and supporting our young people and education partners. This is an important role in delivering community reassurance, advice, and protecting young people from harm.

Collectively these officers, staff and departments ensure a co-ordinated and professional approach to policing built on core values of integrity, fairness and respect.

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Local priorities

CRIME – Reducing the crimes of greatest concern & detecting offenders

VIOLENCE & DISORDER - We will ensure our officers are effectively briefed, supported and deployed as part a Multi-Agency Tasking and Coordinating approach. We will focus on prevention and developing all investigative opportunities to bring offenders to justice, making use of all appropriate legislation and policing tactics, to proactively manage known violent offenders, concentrating on the greatest community concerns and impact.

HATE CRIME - We will deliver a person centred approach to all reports and forms of hate crime or hate incidents. We will support communities and individuals providing appropriate advice, guidance and specialist support. Reports of hate crime will be prioritised and thoroughly investigated to obtain justice. Our approach will be compassionate and engaging with those affected, ensuring safety and support for victims. We will support the implementation of the Hate Crime and Public Order Act and will work with all partners including GCC Hate Crime Working Group to achieve shared objectives.

AQUISITIVE CRIME - We will identify crime patterns in relation to robbery, house breaking and other acquisitive crimes. We maintain and will deploy specialist officers to ensure a knowledge of offences and offenders is developed and every effort is made to prevent crime by target hardening, raising awareness and managing known offenders.

SEXUAL CRIMES - We will be supportive and compassionate to individuals who have been subject of a sexual offence working with partners in a joint approach. We will deploy specially trained staff and conduct robust investigation. A dedicated unit will monitor offenders in the community. We will maximise the use of sexual harm prevention orders.

CYBERCRIME - We will continue to develop our skills in cyber enabled and dependent crime. Key areas of focus include online sexual, hate and financial crime.

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Delivering through our public health approach – We will endeavour to assess if vulnerability has been a contributory factor in offending behaviour. With a better understanding of the underlying reasons leading to involvement in criminality, we will seek support from our partners in an effort to reduce re-offending and promote rehabilitation.

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COMMUNITY WELLBEING – Working with partners and the most vulnerable to reduce harm.

MENTAL HEALTH - We will continue to work closely with partners to better support those experiencing mental health crisis and/or distress who come into contact with the police from across all sections of society and communities.

DRUG HARM – We will develop our approach to increase awareness of drug harm through a public health approach to policing. We will further develop our outreach and diversion activities through our Positive Outcomes Project and offer additional protection to vulnerable people through our Naloxone capability. We will provide methodical Senior Investigating Officer led investigations where deaths have occurred and work with other agencies to support affected families.

VIOLENCE AGAINST WOMEN AND GIRLS – We will support and reassure the community to have the confidence to report to police. We will utilise intelligence and analytical products to identify and arrest offenders. We will robustly investigate all forms of violence and abuse of women and girls, including domestic and sexual crime, and work with partners to support those affected and deliver safe spaces across Glasgow. Our compassionate person-centred approach will support the national strategy, which will contribute towards a society where women and girls are safe from harassment, abuse and exploitation.

ROAD SAFETY - We will utilise intelligence and analytical products to identify prominent crash locations and repeat offenders. We will communicate and engage with the public to improve driver behaviour, creating safer roads for our communities and using enforcement as a proportionate measure.

ADULT AND CHILD PROTECTION – We will continue a multi-agency approach to child and adult protection, to ensure vulnerable adults , young people and children are protected and safeguarded. We will utilise all legislation and investigative opportunities to identify and arrest those involved in the exploitation of others.

Delivering through our public health approach – We will focus on three key priorities namely drugs and harm reduction; mental health including adult support

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and protection, children and young people; and contributing to reducing poverty. Each of these areas focus on significant public health issues which can have a devastating impact on the wellbeing of the communities we serve. As an emergency service, we understand our role in identifying vulnerability through our daily interactions with members of the public. We are uniquely placed to recognise vulnerability and will continue to refer individuals for support from the right agency at the right time and promote positive outcomes for the citizens of Greater Glasgow.

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EVENTS & OPERATIONS – Ensuring the safety and rights of participants and being responsive to community concerns.

CONCERTS AND EVENTS - Through our risk assessment and event categorisation process, we will provide a proportionate policing response to support event organisers to maintain public safety at concerts and events. We will build sustainable positive relationships with partners, event organisers and local residents to consider and minimise the impact of events on local communities.

PROCESSIONS AND ASSEMBLIES – We will work with organisers, communities and all stakeholders in order to deliver a proportionate and rights based approach to the policing of processions, assemblies and protests.

FOOTBALL EVENTS – We will continue to support football clubs to deliver safe events through partnership working and a proportionate effective policing response. We recognise the wider impact football events can have on our local communities and we will coordinate a collaborative approach to reduce the disruptive impact.

LICENSED GLASGOW ECONOMY – We will work with partners, including the local authority and licensed traders, to promote public safety and create a safer environment in which residents and visitors can enjoy the vibrant night-time economy. We will be visible, reassuring and engaging, directing our attention on problematic individuals, groups, premises and locations.

Delivering through our public health approach – We will police events and operations. Although welcomed and enjoyed by the majority of those attending, there remains a risk to public health through the overindulgence of alcohol and often the illegal use of controlled substances. We will continue to work with partners to reduce the harm caused through alcohol and drugs, and whilst appropriately enforcing legislation, provide access to care and treatment, referring those identified with addiction issues for support.

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SERIOUS ORGANISED CRIME – Divert Deter Detect and Disrupt organised criminality in our communities

FEUDS AND FIREARMS – We will provide a consistent and robust response to serious violent crime by intelligently deploying resources to manage and detect offenders and provide reassurance to our communities. We will maximise any disruption and investigative opportunities to bring those involved in organised crime to justice. Our dedicated specialist officers will develop intelligence opportunities and proactively manage the threat posed from the criminal use of firearms.

INTERVENTIONS – We will continue to develop collaborative working with partners to disrupt and disable organised crime groups by targeting their wealth, assets and businesses. Our specialist officers and departments will develop intelligence and deliver operations to detect and arrest offenders while diverting others away from a life of organised crime.

HUMAN TRAFFICKING – We will develop our approach to identifying those involved in Human Trafficking and safeguarding victims. Our specialist officers will collaborate with partners in a local and national level to identify and protect the most vulnerable in our communities.

SERIOUS VIOLENCE – We will maximise the use of serious crime prevention orders and robustly manage those offenders who pose the greatest risk to public safety. Serious violent crime will be professionally investigated using the full resources of Police Scotland to arrest offenders obtain justice and protect communities.

DRUG SUPPLY AND MANUFACTURE – We will continue to gather intelligence and enforce legislation to arrest those involved in the manufacturing and supply of controlled drugs. We will encourage the public speak with us to reduce the availability of drugs in the community and the harm they cause.

Delivering through our public health approach – Whilst our approach will primarily focus on enforcement, we will continue to identify and work with those we can divert from serious and organised crime. Our Serious Crime Prevention Order

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Unit will continue to work with high tariff offenders through a public health lens, to support their rehabilitation and reintegration into our communities. We will continue to look at ways we can refer families to partner agencies following executive action, recognising the impact this can have on family generations, with a view to preventing others becoming involved in serious and organised crime.

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POLICE SCOTLAND
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Plan on a Page
Glasgow City

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

PUBLIC HEALTH

PERSON CENTRED APPROACH

Our Local Policing Priorities

Our Objectives

CRIME
Reducing the crimes of greatest concern & detecting offenders

→ Violence & Disorder | Hate Crime | Acquisitive Crime | Sexual Crime | Cybercrime

COMMUNITY WELLBEING
Working with partners and the most vulnerable to reduce harm

→ Mental Health | Drug Harm | Violence against women/girls | Road Safety | Adult/Child protection

EVENTS & OPERATIONS
Ensuring the safety of participants & being responsive to community concerns

→ Concerts & events | Processions & Assemblies | Football Events | Licensed Glasgow economy

SERIOUS ORGANISED CRIME
Divert Deter Detect & Disrupt organised criminality in our communities

→ Feuds & firearms | Interventions | Human trafficking | Serious Violence | Drug supply & manufacture

Strategic Outcomes

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service
- The needs of local communities are addressed through effective service delivery
- The public, communities and partners are engaged, involved and have confidence in policing
- Our people are supported through a positive working environment, enabling them to serve the public
- Police Scotland is sustainable, adaptable and prepared for future challenges

Focusing on our local policing priorities, we aim to deliver the positive outcomes highlighted, whilst promoting Glasgow's Vision and helping to deliver the Glasgow City Council Strategic Plan key themes: inequality, tackling poverty, driving inclusive growth and fighting the climate emergency

PARTNERSHIPS

PREVENTION & EARLY INTERVENTION

OFFICIAL: POLICE ONLY

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 1: Effectively manage offenders subject to court orders in connection with serious crime and sexual crime.

Key milestones:

- Improved awareness to divisional officers through Electronic Briefing Register and local intranet communication.
- Introduce dedicated officers within Serious Crime Prevention Order Unit and Sexual Harm and Exploitation Unit.
- Develop a refreshed mechanism to monitor application and management of orders.

Update expected: Y1, Y2 & Y3 Q4

Performance measures and insights:

- How has our approach affected rates of reoffending?
- How has our approach affected the number of live SCPOs /SHPOs managed in the division?
- Have breach of orders detections increased?
- Have arrests and convictions increased?

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

Activity 2: Collaborate with Public Partners to deliver a Greater Glasgow Divisional public health plan, providing innovative ways to reduce harm associated with problematic drug use.

Key milestones:

- Refresh public health plan in 2023 and update yearly.
- Provide innovative ways to reduce harm associated with problematic drug use.
- Roll-out of Naloxone to Local Policing Officers.
- Monitor effectiveness of Positive Outcome Programme.
- Introduce mental health and suicide prevention training to officers and staff.

Update expected: Y1, Y2 Y3 Q2 + Q4

Performance measures and insights:

- How effective is our Naloxone programme?
- How has our approach impacted on drug death rates?
- How has our approach impacted on misuse of drugs offences?
- How effective is our Positive Outcome Programme in reducing drug harm?
- How effective are Greater Glasgow Division as a public health partner?

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

Activity 3: Develop our approach, activity and focus on Human Trafficking.

Key milestones:

- Improve our understanding of scale and scope of human trafficking through working with the National Human Trafficking Unit.
- Deliver a person-centred approach in safeguarding through close working and referrals to partners.
- Awareness training on Human Trafficking to workforce.

Update expected: Y2 Q1 +Q3, Y3 Q1 +Q3

Performance measures and insights:

- How has our understanding of human trafficking changed?

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- Has collaboration improved our approach to human trafficking?
- Monitor referral made via National Referral Mechanism?
- Assess the impact on victims of Human Trafficking and collaborate with partners including BME and Equality partners to provide support.

Objective: Support policing through proactive prevention

Activity 4: Through innovation and a public health approach, develop and enhance diversionary work in relation to young people and adults involved in or on the periphery of serious violence and anti-social behaviour.

Key Mile stones:

- Activity delivered by Serious and Organised Crime Interventions Unit.
- Diversionary activity through partnership approaches.
- Awareness inputs to wider workforce.

Update expected: Y1 – Y3 Q1 + Q3

Performance measures and insights:

- How many individuals are referred via Vulnerable Persons Database through exposure to organised crime and what is the data telling us?
- How many awareness sessions are we delivering to colleagues/partners?

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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 5: Innovate with partners and the licensing industry to support a safer Glasgow City Centre.

Key mile stones:

- Engagement with internal and external partners, through monthly multi-agency meetings, focusing on reducing violence, antisocial behaviour and exploitation of vulnerable adults and children.
- Effective partnership working with all transport partners to proactively reduce disorder.
- Develop options for youth services within Glasgow City Centre through engagement with young people, partners and the Youth Justice Strategy Group to provide diversionary options.
- Develop a training package for schools to understand the challenges and risk associated with criminality within Glasgow City Centre.
- Reduce harm through delivery of the recommendations of the Four Corners Steering Group to identify the root causes of the issues.

Update expected: Quarterly Feedback

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Performance measures and insights:

- How has our approach impacted on reducing anti-social behaviour, violence and harm with the City Centre?
- What is our public confidence data telling us?
- What are our partners telling us?
- What new innovations have been delivered?

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

Activity 6: Proactively police violence against women and girls and provide support and guidance to those affected.

Key milestones:

- Development of local plan to support activity in Domestic Abuse, Child Sexual Abuse and Exploitation, Honour Based Abuse and other areas.
- Promotion of Disclosure Scheme for Domestic Abuse (DSDAS).
- Monitor effectiveness of collaboration between the VAWG Partnership.
- Maintain Operation Tiff as our response to sexually motivated incidents against lone females from unknown perpetrators, to develop intelligence, identify and apprehend offenders and reduce harm.
- Effective working with the Health and Social Care Partnership.

Update expected: Y1-Y3 Q1 + Q3

Performance measures and insights:

- What is crime commission and detection data in relation to Domestic Abuse, Child Sexual Abuse and Exploitation, Honour Based Abuse and other areas telling us?
- How well are we performing in relation to DSDAS?
- What is the analysis of public confidence data providing?
- How effective is our work with the Health and Social Care Partnership?

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

Activity 7: Working with partners to proactively engage with road users to reduce serious injury and death and improve the safety of the Glasgow City road network.

Key Milestones:

- Working with partners to target road users involved in criminality.
- Working with partners to tackle unsafe vehicles and/or drivers.
- Through education and enforcement positively influencing driver, cyclist, pedestrian behaviour through visibility patrolling by specialist Roads Policing officers and use of Operation Close Pass.
- Carry out high visibility speed detection in local communities at locations of most concern.
- Enhance road safety, around schools, supporting 'Schools Street Project', in partnership with Glasgow City Council.
- Update expected: Y1, Y2 Y3 Q2 + Q4
- Performance measures and insights:
- Have detections for road related offences increased?
- How has our activity affected the detection of road-related offences?
- Has there been a reduction in casualties and fatalities?
- Increase of deployments alongside support services and operation close pass?
- Has enforcement of Traffic Regulation Orders increased?

Objective: Support the changing nature of our communities.

Activity 8: Work with partners, other local policing and national divisions to develop and implement processes to support changing community demographics.

Key milestones:

- Working with partners to support the settlement of all refugees.
- Improving our engagement with an ageing population through the Your Police survey.

Update expected: Y1-Y3 Q1 + Q3

Performance measures and insights:

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- What new partnership approaches are developed?
- How well do we engage with refugee communities?
- How well do we engage with an ageing population?
- How effective are we at safeguarding our ageing community from harm?

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

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

Activity 9: Working with all relevant agencies we will continue to develop and improve practices to protect the most vulnerable people in our communities.

Key milestones:

- Review of Greater Glasgow MP Coordination Unit.
- Improved support to operational officers in relation to missing person investigation.
- Review effectiveness of monthly vulnerable person divisional report.
- Effective partnership working through Multi-Agency Risk Assessment Conferencing/ Multi-Agency Tasking and Co-ordinating.

Update expected: Y1-3 Quarterly

Performance measures and insights:

- How well do we engage with care providers and looked after/accommodated children?
- How effective is the MP Coordination unit in supporting operational officers?
- How effective is our response and investigation of missing people?

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- How effective are we at identifying, supporting and signposting our most vulnerable members of the community?
- How trauma informed is our work force, for example, to adverse childhood experiences?

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

Activity 10: Contribute to the planning and safe delivery all high profile and public events, including the Glasgow City licensed economy, by working closely with communities and partners.

Key milestones:

- Review and implementation of local reassurance plans for planned events.
- Regular review of crime and incident data for anti-social behaviour relative to events.

Update expected: Y1 – Y3 Q2 + Q4

Performance measures and insights:

- What does the feedback for planned events from local residents/elected members tell us, including feedback from 'Your Police' survey, local community council meetings and scrutiny boards.
- What has been the impact of our activity on associated anti-social behaviour and parking issues for events?
- What does public confidence data relative to planned events tell us in affected communities?

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Our People are supported through a positive working environment enabling them to serve 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.

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 11: Deliver the Greater Glasgow Your Voice Matters (YVM) Implementation plans, developed in response to the survey results, to ensure that the desired outcomes and progress is achieved.

Key milestones:

- Implementation of sub groups to lead on key themes; resourcing, incivility, estates and equipment, well-being and fear of making mistakes.
- Regular review and governance.
- Implementation of YVM local intranet page to improve communication.

Update expected: Y1 - 3 Q2 + Q4

Performance measures and insights:

- How have YVM results informed Greater Glasgow division's wellbeing approach?
- How are results and response rates reflecting the effectiveness of the action plans?
- What are our Staff Associations, Unions and Diversity Network Chairs telling us?

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

Activity 12: Support colleagues' performance and development through My Career, and associated promotion pathways.

Key milestones:

- Introduction of My Career Champions.
- Deliver Continuous Professional Development (CDP) events for officers involved in promotion processes.
- Monitor My Career training and completion rates.
- Overview of progress and benefits.

Update expected: Y1 - 3 Q2 + Q4

Performance measures and insights:

- How effective is Greater Glasgow Divisions workforce development?
- How many CPD events have been delivered?
- How many officers have completed My Career Training?

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

Activity 13: Ensure effective collaboration and communication with our Statutory and Diversity Staff Associations

Key milestones:

- Develop improved accessible approach.
- Monitor and evaluate progress.

Update expected: Y1-3 Q2, Q4

Performance measures and insights:

- How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?
- What are our Staff Associations telling us?
- How effective are we at supporting colleagues with BME or other protected characteristics.

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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 14: Improve and adapt our response and effectiveness in cyber dependent and cyber enabled crime.

Key milestones:

- Cyber Awareness Training for Workforce / Public / Business.
- Improved guidance to officers and staff via local channels.
- Work with partners to develop crime awareness training which will be embedded in our public health approach to policing.

Update expected: In format Y1 – Y3 Q1 + 3

Performance measures and insights:

- How effective is our Financial and Economic Crime Unit?
- How effective are we at dealing with cyber-enabled sexual & hate crime?
- What impact are we having to raise awareness to reduce harm surrounding cyber-enabled sexual & hate crime?

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

Activity 15: Effectively deliver the implementation of new technology across Greater Glasgow Division and the impact of change on our workforce.

Key milestones:

- Delivery of Core Operational Solutions [COS].
- Training inputs for trainers on COS.
- Training sessions for our workforce on COS.
- Develop local COS Champions.

Update expected: Y1- Y3 Q4

Performance measures and insights:

- What percentage of our workforce have received training awareness sessions in COS?
- What has been the impact of COS in Divisional business?

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Governance and performance

The Police and Fire Reform (Scotland) Act 2012 provides the framework for local scrutiny and engagement arrangements between Police, Fire and Rescue Service and the Local Authority.

The current format has been in place since April 2013 and continues with quarterly meetings where the Local Policing Commander, supported by the Area Commanders presents a report to the Local Authority outlining police performance measured against the Local Police Plan.

This provides opportunities for locally elected members to examine and hold police to account in relation to the delivery of local policing services.

In Glasgow, scrutiny is provided by the Safe Glasgow Partnership, which holds regular quarterly meetings to review current issues affecting policing, the progress made towards achieving the outcomes highlighted in the Local Policing Plan and how partners can jointly support the plan.

Equality, diversity and inclusion

Our work is underpinned by our commitment to equality, diversity and inclusion in our interactions with the communities we serve as well as our own staff.

Police Scotland is committed to developing and promoting best practice in advancement of our Equality Outcomes.

This plan will be subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty in its final iteration in 2023. Separate EqHRIAs will be undertaken for the activities described in this plan as required.

In Glasgow, we are committed to a policing style which meets the differing needs of the communities we serve and is dedicated to promoting equality within our own workforce. We realise the every police officer, special constable and member of police staff is responsible for delivering a fair and professional service, promoting equality for all. The Greater Glasgow Division workforce receives regular training on Equality, Diversity and Inclusion

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Engaging with us

Police Scotland

Greater Glasgow Division Headquarters

50 Stewart Street

Glasgow

G4 0HY

Dial 999 for an emergency that requires urgent Police attention.

For non-emergency contact, call 101, the single non-emergency number.

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

Service users who are deaf or have a hearing impairment can contact Police Scotland via TextRelay on 18001 101 for non-emergency, or 18000 in an emergency.

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

http:/www.scotland.police.uk/your-community/

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 made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland 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/

Further information about our wider engagement can be found in our consultation and engagement hub at: https://consult.scotland.police.uk/

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Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on our website. Our local channels can be found at:

Twitter: @http://www.twitter.com/GreaterGlasPol

Facebook: @Greater Glasgow Police Division

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).

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/.

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