

Justice Sub-Committee on Policing

Role of local police commanders

Written submission from Lanarkshire Division

Lanarkshire Division - Local Partnership Engagement

1. Purpose

1.1 The purpose of this report is to inform the Justice Sub Committee on Policing of the roles of divisional senior managers and our responsibilities and activities in respect of local partnership working.

2. Background Information

2.1 Lanarkshire Division, Senior Management Team

The senior management team within Lanarkshire Division is comprised of:

1 x Chief Superintendent:	Local Police Commander/Divisional Commander
3 x Superintendents:	Operations, Partnerships and Support
1 x Detective Superintendent:	Crime and Public Protection
5 x Chief Inspectors:	4 x Area Commanders 1 x Support/Service Delivery
2 x Detective Chief Inspectors:	Crime and Public Protection

3. Roles and Responsibilities

3.1 Local Policing Commander

The Local Policing Commander (LPC) is responsible for the delivery of effective policing arrangements for the local authority areas of North and South Lanarkshire. He is a member of the following groups and boards:

- North Lanarkshire Community Planning Partnership
- South Lanarkshire Partnership Board
- South Lanarkshire Public Protection Chief Officers Group
- North Lanarkshire Public Protection Chief Officers Group (Vice Chair)
- South Strathclyde and Dumfries and Galloway Criminal Justice Board.

The LPC is also a member of the following bodies to whom he provides reports and is scrutinised by:

- Safer South Lanarkshire Board
- North Lanarkshire Community Safety Partnership Forum

He attends separate weekly surgeries with elected members from North and South Lanarkshire at the respective local authority headquarters and regularly meets with Sheriff Principal Abercrombie (Sheriffdom of South Strathclyde and Dumfries and Galloway) and Procurator Fiscal Fraser Gibson to discuss strategic Criminal Justice

matters. He also meets regularly with both Local Authority Chief Executives and Leaders of North and South Lanarkshire Councils.

It is vital that the LPC sets the tone throughout Lanarkshire Division in terms of collaboration and partnership working. This is achieved by understanding the roles of our partners, where our work overlaps or complements and the need to work together to achieve the best outcome for the people of Lanarkshire. We operate with respect for the role which partners and elected members play and ensure that we engage with them to our mutual benefit. This is often as simple as a phone call after our daily operational morning meeting to provide a partner or elected member with a 'heads up' in respect of an incident which has occurred or an event which is likely to occur.

To promote understanding and enhance collaborative working we have organised and participated in a number of events to share knowledge including:

- Presentations to elected members and scrutiny boards on the subjects of counter terrorism, roads policing, child sexual exploitation and stop and search.
- Presentation to North Lanarkshire Corporate Management Team on the police use of the National Decision Model in crisis management.
- Away days with senior local authority management and executive to discuss police use of negotiation and the national decision model. (Scheduled)
- Invitations and attendance by local authority senior management at divisional morning meetings to observe our processes and challenges.
- Operational tours for SPA members with frontline officers.
- Tours for elected members of departments such as the Divisional Domestic Abuse Investigation Unit.

In Lanarkshire Division and throughout Police Scotland, Community Impact Assessments are utilised in the handling of incidents which have occurred or events that are upcoming. A key element of this process is the interaction with partners and elected members, the plan to engage with them and the record of same being captured.

Lanarkshire Division also works with key partners from the Third Sector, notably being awarded 'Champions for Change' recently for our work challenging sectarianism by the charity Nil by Mouth.

Lanarkshire Division is fully engaged in the production of the first North and South Lanarkshire Local Outcome Improvement Plans (LOIPS) which are due for publication in October 2017. This work is being led, from Lanarkshire Division's perspective, by the Superintendent Partnerships. Recognising the importance of the LOIPs, the publication of the North and South Lanarkshire Local Policing Plans has been delayed in order that they too may be published in October 2017, ensuring they complement the LOIPs.

The Local Police Commander believes that he has necessary autonomy to effectively service the needs of North and South Lanarkshire whilst operating within

the broader context of Police Scotland. A very recent example of this is Lanarkshire Division's move to a new uniformed police operating model. This was instigated with a view to tailoring the provision of operational policing to local needs based on the professional knowledge of police within Lanarkshire Division and feedback provided by people within Lanarkshire.

3.2 Superintendent Operations

This role has line management of Local Area Commanders and all front facing uniformed officers as well as responsibility for all operations such as parades, concerts, firework displays, football matches and elections. All such events are organised using multi agency meetings and accepted partnership practices.

All matters relating to the daily operational delivery of uniformed policing such as firearms incidents, contingency planning, CONTEST, training, high risk missing persons, critical and major incidents, many of which involve direct liaison with partners through Gold Groups, Emergency Planning Groups, Safety Advisory groups or CT/SOC Partnership Groups and Road Safety Groups

3.3 Superintendent Support and Service Delivery

In Lanarkshire this role involves limited work with external partners being mainly concerning HR, misconduct and discipline and budget management.

3.4 Superintendent Partnerships

Partnership working is critical to doing effective business. Lanarkshire Division recognises this and employs the dedicated role of Superintendent Partnerships. This officer acts on behalf of the Local Policing Commander in all areas of strategic partnership engagement, including Community Planning, Community Safety, Public Protection and Community Empowerment. It is a key role that participates in groups and boards to drive the background work that supports Community Planning Partnership (Single Outcome Agreement, Local Outcome Improvement Plan), Public Protection Chief Officers Groups and Police Scrutiny Boards. The development and maintenance of partner relations on a daily basis is the key aspect of the role.

Whilst there are numerous partnership committees and boards to accommodate which set the actions and outcomes, valuable work is done on a personal and often informal basis where trust has been built up with partners. This is where problem solving within a community planning partnership is successful. It is particularly important in a time where individual agency budgets are restricted, so that the public purse is maximised by realistic collaboration.

Our view is that the essence of partnership working is to understand the capabilities, intentions and dynamics of partner agencies. We do not all move at the same speed and we are not all driven by the same imperatives at the same time, despite many common aims. This understanding ensures that Lanarkshire Division is a strong and supportive partner.

In Lanarkshire the two Local Authorities/CPPs have different strategic structures and both are effective. However, the greatest strength is in the operational delivery where active and real time partnership work takes place on a daily basis. This is driven by Local Area Commanders, Community/Response and Detective Inspectors who drive local work with partners. This area of business is supported by Local Authority Liaison Officers, who are police officers based at each of our two Councils, being our biggest partners.

There is a long standing and strong tradition of partnership working in Lanarkshire from Chief Officer engagement to daily operational engagement on the front line – it is one of our key strengths.

The following is a note of partners with whom we engage and some of the more strategic matters that we consider:

- Partners - Adult Protection Committees, Child Protection Committees, GIRFEC, Community Safety Partnership, Local Authority, Alcohol Drug Partnership, NHS, Health and Social care, SFRS, SAS, Improvement Service, SG, Third Sector Community Justice, Colleges, LA Chief Executives and Executive Directors, COPFS
- Duties – Public Protection, Community Safety, Community Justice, Local Policing Plan, SOA, LOIP, Information Sharing, Community Empowerment, Diverse Communities, New Communities, Elected Members, Third Sector Interface (the voluntary sector is extremely important in terms of access to the public required under Community Empowerment).

3.5 Detective Chief Inspector, Public Protection

- Oversight of all investigations involving public protection including: sexual crimes, domestic abuse, child sexual exploitation and child abuse
- Tactical and operational delivery of strategic public protection functions as directed by force and local strategic lead
- Partner engagement at tactical and operational level – Risk and Concern, MAPPA, MARAC, MATAAC, Health and Social Care, Education, NHS, Women’s Aid, Voluntary Sector, COPFS etc.

3.6 Local Area Commander

Local Area Commanders (LAC) hold the rank of chief inspector and have responsibility for specific geographical areas with the division. In terms of this report and attendance at the Justice Sub-Committee on Policing, the Local Area Commander for QG Sub Division has responsibility for the North Lanarkshire towns of Airdrie, Coatbridge, Cumbernauld and surrounding villages. This is a challenging and demanding role with 240 officers and staff responding to approximately 140 incidents each day. The LAC has line management of three Area Inspectors based at Airdrie, Coatbridge and Cumbernauld. The Area Inspectors are primarily responsible for community policing and participate in community planning locally at a tactical level. In addition, the LACs have line management for five response inspectors who are responsible for delivering the appropriate response to crimes and

incidents. On a daily basis, the LAC reviews our response to incidents and sets actions to minimise threat, risk and harm. Key to this, is engagement with internal and external partners and securing collaboration and support where required. Further duties include weekend Chief Inspector cover, attendance at Licensing Boards and Event Command duties which include football matches, parades and community events – all of which involve operational work with partners.

In the North Lanarkshire Community Planning structure, the LAC attends Local Area Partnership (LAP) meetings which are the main strata of local community planning and are made up of members from the Community Planning Partnership, councillors and the third sector. Members of the public can participate in the decision making process by contributing to debates and questioning officials as well as elected members. Area inspectors are also engaged in the community planning process at a practitioner level through membership and attendance at Local Area Team and Community Safety Sub Group meetings.

The LAC regularly engages in open and professional dialogue with locally elected representatives but also consults on national policies. The LAC also ensures that officers engage with partners through Safer Communities officers who are focussed on protection and prevention through partnership. Their remit ranges from child exploitation and online protection to bogus/doorstep crime. They are responsible for areas such as the Prevent strand of the counter terrorism strategy, youth engagement on NPS/drugs and knife crime, proactive engagement with minority groups and management of the local social media accounts.

4. Recommendations

4.1 It is recommended that this report be noted by the members of the Justice Sub-Committee on Policing.

5. Conclusion

5.1 I respectfully request that this report be forwarded to the Justice Sub Committee for information.

Chief Superintendent Roddy Irvine
Local Policing Commander
5 May 2017