

Agenda Item	18
Report No	HC/33/17

HIGHLAND COUNCIL

Committee: The Highland Council

Date: 07 September 2017

Report Title: Highland Local Policing Plan

Report By: Chief Superintendent George Macdonald

1. Purpose/Executive Summary

1.1 Purpose

To present the proposed 2017-2020 Highland Local Policing Plan to the committee for scrutiny and comment.

1.2 Background

The Highland Local Policing Plan sets out the local policing priorities and objectives for the Highland Local Authority area for 2017-2020 and is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. This bespoke plan outlines how our services will be delivered over the next three years and how we will continue to evolve and strive to achieve long- term sustainability towards our vision of 'sustained excellence in service and protection.

The introduction of the Community Empowerment Legislation is driving the future landscape across Community Planning Partnerships and we have a clearly defined role within this. This Local Policing Plan has been designed to articulate our broad contribution to the Highland Outcome Improvement Plan (HOIP), in keeping with our commitment to tackling long term issues in partnership with local partners and communities.

This plan has been developed through extensive consultation with communities as well as the Police Strategic Assessments and Tactical Tasking and Delivery processes which assist us in identifying current and emerging Community Safety and Crime trends.

This plan also takes cognisance of the national priorities defined by the Scottish Government's National Outcomes, Strategic Police Priorities and the Strategic Police Plan governed by the Scottish Police Authority (SPA) and the national Police Scotland Policing Plan.

2. Recommendations

Members are asked to:

- Provide scrutiny and comment on the proposed 2017-2020 Highland Local Policing Plan.

Designation: Chief Superintendent

Date: 28/08/17

Author: Chief Superintendent George Macdonald

Background Papers: Highland Local Policing Plan 2017-2020



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LOCAL POLICING PLAN
FOR HIGHLAND
2017-2020

1. Introduction

The Highland Local Policing Plan sets out the local policing priorities and objectives for the Highland area for 2017-2020 and is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.

This bespoke plan outlines how our services will be delivered over the next three years and how we will continue to evolve and strive to achieve long-term sustainability towards our vision of 'sustained excellence in service and protection'.

The publication of The Scottish Police Authority and Police Scotland ['2026 Strategy'](#) outlines the long term strategic plan which will influence how we deliver policing services in Highland over the next 10 years. The Strategy focuses on 5 keys areas:

Protection - *Based on threat, harm and risk.*

Prevention - *Tackling crime, inequality and enduring problems facing communities*

Communities- *Focus on localism, diversity and the virtual world.*

Knowledge - *Informing the development of better services*

Innovation - *Dynamic, adaptable and sustainable*

The 2026 strategy is shaping the way we do our business, particularly exploring the changing demands that the Police Service face every day. In addition to this, the introduction of the Community Empowerment legislation is driving the future landscape across Community Planning Partnerships and we have a clearly defined role within this.

In Highland and across Scotland, Policing now involves providing emergency and acute support to individuals and communities in a huge variety of crisis situations, accordingly, this Local Policing Plan has been designed to articulate our broad contribution to the Highland Outcome Improvement Plan, in keeping with our commitment to tackling chronic and long term issues in partnership with local partners and communities.

In the Highland area we have positive and meaningful relationships with our local partners (public agencies, third sector and key community groups); this is an area where we take great pride. This plan imbeds those relationships in the future of policing in the area and ensures that those relationships can continue to flourish.

The Highland Local Policing Plan for 2017-2020 is a live document which will evolve to meet emerging threats and needs, and be subject to annual review.

2. How we identified our priorities

To identify the Highland local policing priorities for 2017-2020 we have utilised a wide range of information, intelligence and an extensive process of consultation has been carried out;

“Community Engagement is a purposeful process which develops a working relationship between communities, community organisations, public and private bodies to help them to identify and act on the needs and aspirations of the community. It involves respectful dialogue between all participants aimed at improving understanding between them and taking collaborative action to achieve positive change”

National Standards for Community Engagement, 2016

Highlights of the consultation activities have included:

“Your View Counts”- This is an online survey which was launched from the Police Scotland website and has been running since April 2016. The survey has improved our ability to ensure that everyone can have their say and has informed the policing service we provide throughout the year.

[Highland Outcome Improvement Plan Engagement Workshops](#)- The workshops were conducted throughout April and May 2017 with over 150 community members taking part. The workshops took place jointly with partners from the Highland Third Sector Interface, The Highland Community Justice Partnership, Scottish Fire and Rescue Service, Highland Council and Health.

In addition to the consultation process; we have considered the intelligence picture through our own local Strategic Assessment and the Tactical Tasking and Delivery processes to identify current and emerging Community Safety and Crime trends.

This plan also takes cognisance of the national priorities defined by the Scottish Government’s National Outcomes, Strategic Police Priorities and the Strategic Police Plan governed by the Scottish Police Authority (SPA) and the national Police Scotland Policing Plan.

“This approach ensures both a sound evidence base and public voice within our priorities. It allows us to deliver relevant, local services intended to not only prevent crime and disorder, but also to protect the most vulnerable members of our communities.”

Police Scotland Policing Plan 2017

3. Police Priorities and Outcomes

This Local Policing Plan has been created to support the Highland Outcome Improvement Plan along with local and national Policing priorities. It is critical that all three sets of priorities and outcomes are linked.

National Policing Priorities

Police Scotland have set National Priorities derived from Scottish Government, Scottish Police Authority and national consultation exercises. These priorities are:

- **Violence, Disorder and Antisocial Behaviour**
- **Serious Organised Crime**
- **Counter Terrorism and Domestic Extremism**
- **Protecting People at Risk of Harm**
- **Road Safety and Road Crime**
- **Acquisitive Crime**

Local Policing Priorities

In addition to the consultation carried out, Police in Highland are continuing to constantly engage with our local communities by means of the 'Your View Counts' Survey, which is available online, in paper format and in easy-read, Polish and Gaelic. We also seek the views of our key partners including Community Councils, and we have utilised qualitative and quantitative data to create our 2017-2020 Strategic Assessment to identify the most important policing priorities for the Highland area. The local priorities are continually evolving.

Currently the local Policing priorities are:

- **Violence, Disorder & Antisocial Behaviour**
- **Protecting People at Risk of Harm**
- **Road Safety & Road Crime**
- **Serious Organised Crime**
- **Acquisitive Crime**
- **Counter Terrorism and Domestic Extremism**

Highland Outcome Improvement Plan Outcomes

- **Community Safety and Resilience-** *People in Highland will benefit from living in stronger, safer and more resilient communities.*
- **Infrastructure-** *Fewer people in Highland experience transport or digital connectivity as a barrier to accessing opportunities.*
- **Mental Health & Wellbeing-** *People in Highland will benefit from good mental health and wellbeing.*
- **Community Participation and Dialogue-** *People in Highland will be more involved in decisions that affect their lives.*
- **Poverty Reduction-** *More people in Highland will live a life free from the experience of poverty.*

Outcome- Community Safety & Resilience

People in Highland will benefit from living in stronger, safer and more resilient communities.

Community Safety and resilience is a wide ranging issue and requires activity around both prevention and intervention. Police Scotland and our partners are working together to empower communities with skills, knowledge and confidence to be self-sufficient and to become stronger, safer and more resilient in themselves. Over the next three years Police Scotland in the Highland area will support this outcome through the following activity:

National & Local Priority- Violence, Disorder and Antisocial Behaviour

Alcohol continues to be a significant factor in violent crime in the Highland area. We will continue to maintain robust licensing procedures and focus on licensed premises inspections and also work with partners to reduce the harm caused by private space violence. Domestic Abuse incidents remain at a significant level across the area, with an upward trend in reporting over the last 6 years. This will remain a priority for the Division. We will continue to work with partners to give victims improved outcomes and confidence to report.

National & Local Priority- Protecting People at Risk of Harm

Vulnerability is one of the most significant demands on Police resources not only in Highland but across Scotland. We will work over the next 3 years to ensure that best practice is used to develop strategies and initiatives to prevent harm, investigate and target those who abuse, exploit and pose the greatest risk of harm in our communities.

National & Local Priority- Road Safety & Road Crime

Road Safety and Road Crime remains a local priority in the Highland area. Whilst the overall number of people killed and seriously injured on Highland roads has reduced over the past 3 years, when fatal or serious collisions do occur they have a significant impact on families and communities. We will continue to target and enforce inappropriate driving and behaviour whilst working alongside our partners and participating in initiatives to educate and promote positive outcomes.

National & Local Priority- Counter Terrorism and Domestic Extremism

Counter Terrorism is a national priority and no community is immune from the impact of terrorism. With partners, we will continue to deliver the UK CONTEST strategy utilising the Prevent, Prepare, Protect and Pursue model. We will work with communities to increase understanding and awareness of how to recognise and report concerns to safeguard those who may be vulnerable.

Outcome- Community Safety & Resilience

People in Highland will benefit from living in stronger, safer and more resilient communities

Priority	Intention	Objectives
Violence, Disorder & Antisocial Behaviour	With partners, better understand the causes to prevent and reduce instances of Antisocial behaviour, Violence and Disorder to enhance community safety across the Highland area.	<ul style="list-style-type: none"> • Work with partners to share information, support Education, Prevention, Diversionary and Enforcement Measures linked to harmful alcohol consumption. • Maintain robust procedures around licensed premises. • Support victims of violent crime by working with partners to improve service provision and prevent repeat victimisation.
Protecting People at Risk of Harm	Protect People at Risk of Harm	<ul style="list-style-type: none"> • Risk & Concern Hub- Build and develop the Risk and Concern Hub in line with national standards; Imbed the 'Escalation Protocol' Process (3 or more concerns in 30 days). • As members of the Highland Adult Support & Protection Committee, work with partners to ensure an effective and appropriate governance structure. • With partners, address emerging issues through prevention and intervention
Road Safety & Road Crime	With partners, enhance Road Safety across the Highland area.	With partners, deliver a Road Safety Strategy which focuses on: Challenging Driver Behaviour; Education at the road side and elsewhere; Detection of offences linked to contributing factors of Fatal and Serious Road Collisions; and collectively reducing potential harm.
Counter Terrorism & Domestic Extremism	Support the delivery of the CONTEST strategy to reduce the threat posed by terrorism and domestic extremism.	<ul style="list-style-type: none"> • Strengthen PREVENT work with partners and institutions. • With partners, support individuals who are vulnerable to terrorism and violent extremism. • Stengthen PREVENT work in relation to the Internet and Social Media.

Outcome- Infrastructure

Fewer people in Highland experience transport and digital connectivity as a barrier to accessing opportunities.

It is critical to support growth and ensure that the infrastructure throughout Highland is safeguarded, maintained and protected. The transport and digital agenda in Highland is of great importance to communities in terms of access to services, employment and sustainability. Over the next three years Police Scotland in the Highland area will support this outcome through the following activity:

National & Local Priority- Protecting People at Risk of Harm

Cyber enabled communities are a priority for creating a strong, resilient infrastructure in Highland. Increased use of the internet has led to a rise in cyber- related crime ranging from Child Abuse to Sexual Extortion to Fraud and the development of online marketplaces for illegal goods, particularly Controlled Drugs. It is important that we work to safeguard the cyber community within the Highland area and prevent victims of cyber related crime.

National Priority & Local Priority- Road Safety & Road Crime

Road Safety has been identified as a local and national priority. The main issues affecting the Highland area are serious or fatal collisions, and lengthy road closures caused by such occurrences. The main trunk roads across the area are critical to local businesses and we recognise the impact that closures have on transport of commodities or customer access. In addition to this, tourism is a major industry across Highland attracting multiple thousands of visitors and associated additional traffic volume. We are committed to working with partners to manage the impact of these demands on our roads.

National & Local Priority- Counter Terrorism and Domestic Extremism

The threat from Terrorism and Domestic Extremism is a national priority. The Highland area has strategic sites and a vast coast line with numerous small ports. It is important that we protect our communities from Terrorism and Domestic Extremism and ensure that we have watchful, knowledgeable and resilient communities who can prevent Terrorism occurring through education, enforcement and vigilance. We work closely with Highland Council and other partners to deliver the four strands of the CONTEST Strategy; Protect, Prevent, Prepare and Pursue, as laid down by the Counter Terrorism and Security Act 2015.

Local Priority- Enhanced Partnership Working

Partnership Working is an essential element in ensuring that the Highland area has a strong and robust infrastructure. Within the Community Planning Partnership we are working together with our partners to promote growth and regeneration in the Highland area. Beyond the Community Planning Partnership we are successfully working with Industry Partners through Construction Watch, Rural Watch and Pub Watch schemes and ongoing development initiatives. This will continue over the next three years.

Outcome- Infrastructure

Fewer people in Highland experience transport and digital connectivity as a barrier to accessing opportunities.

Priority	Intention	Objectives
Protecting People at Risk of Harm	Protect People at Risk of Harm	<ul style="list-style-type: none"> • With partners develop a Highland Internet Safety Strategic Group with a clear remit to develop a co-ordinated Highland Action Plan for Child Internet Safety/ Digital Safety/ Digital Citizenship, including an awards based school internet safety scheme. • Develop and introduce the national peer mentoring programme for young people in relation to online safety. • With partners, we will focus on safeguarding communities in Highland and prevent victims of cyber-related crime.
Road Safety & Road Crime	With partners, enhance Road Safety across the Highland area.	With partners, deliver a Road Safety Strategy which focuses on: Challenging Driver Behaviour; Education at the road side and elsewhere; Detection of offences linked to contributing factors of Fatal and Serious Road Collisions; and collectively reducing potential harm.
Counter Terrorism & Domestic Extremism	Support the delivery of the CONTEST strategy to reduce the threat posed by terrorism and domestic extremism.	<ul style="list-style-type: none"> • Effective Multi-agency planning in respect of Counter Terrorism is taking place. • Develop our ability to respond effectively to any terrorist attack (with a specific focus on emerging high-risk threats, and specialist capabilities).
Enhanced Partnership Working	By enabling and enhancing partnership working the Highland area is stronger through collective responsibility.	<ul style="list-style-type: none"> • With partners, continue to develop: Construction Watch, Rural Watch, Pub Watch and other preventative initiative schemes including the development of a 'Shope Safe' scheme in Inverness City Centre to protect our communities from those who are intent on committing crime. • With the Community Planning Partnership, work to develop an effective and streamlined governance structure.

Outcome- Mental Health & Wellbeing

People in Highland will benefit from good mental health & wellbeing

Across Scotland, the most common marker on the police Vulnerable Person's Database is mental health (last year 57,000 mental health entries were recorded on the database). The Scottish Government's Mental Health Strategy for 2017-2027 sets out its vision for a Scotland where wellbeing flourishes and there is parity of mental and physical health. Police Scotland has a clear role within this and over the next three years Police Scotland in the Highland area will support this outcome through the following activity:

National & Local Priority- Protecting People at Risk of Harm

The increasing demands from vulnerable people will increase over the next 3 years from what is an already significant level. The link between vulnerability and mental health or other forms of personal crisis is clear and we are committed to working with our partners to identify opportunities for intervention and action which aims to reduce the instances of harm and risk.

National & Local Priority- Serious & Organised Crime

Alcohol and Drug Misuse is a cross cutting issue in the Highland area and has a clear link with the mental wellbeing of individuals living in our communities. The effects of substance misuse is evident, to varying degrees, across the Highland area. Throughout the duration of this plan we are committed to working with communities to reduce harm caused by Drugs and Alcohol. Substance misuse will continue to be a persistent and challenging issue for communities and we recognise the need to remain agile and responsive to new trends and sources.

Local Priority- Enhanced Partnership Working

Adverse experiences can lead to poor mental health and people often present to frontline services at times of distress. In the Highland area we are working closely with our colleagues in NHS to establish a Community Triage Service which aims to provide a timelier and appropriate response to people experiencing mental health distress. We are also working with our partners at Support in Mind Scotland to pilot the Scottish Government Distress Brief Intervention Programme. By pro-actively working together we can improve responses to people with mental health problems.

Local Priority- Good Mental Health Employer

In the Highland area we are working hard to empower our workforce to be the best they can be and realise their full potential and career aspirations. This only happens when we value our staff and work hard to support a meaningful wellbeing agenda. The nature of the role means that our staff are often exposed to traumatic incidents and therefore our support and response to these incidents is crucial to ensuring that staff remain mentally fit and healthy at work and providing the best possible service to our communities.

Outcome- Mental Health & Wellbeing

People in Highland will benefit from good mental health & wellbeing

Priority	Intention	Objectives
Protecting People at Risk of Harm	Protect people at risk of harm.	<ul style="list-style-type: none"> • Work with partners to improve safeguarding around children and young people going missing from care. • Fully implement the Information Sharing Agreement with Scottish Fire and Rescue Service in relation to preventing the occurrences of fatal fires. • With partners, support the development of a prevention/review group in relation to suicide.
Serious & Organised Crime	With partners, reduce the threat, risk and harm caused by Serious Organised Crime.	<ul style="list-style-type: none"> • In support of our partners in the Local Authority and NHS via the Highland Alcohol and Drug Partnership Strategy we will direct those who are drug and/or alcohol dependent towards recovery through prevention, treatment, and support services. • With partners, work to reduce the instances of substance misuse in our communities, including educational establishments, and through preventative work targeting those involved in the supply of drugs in our communities.
Enhanced Partnership Working	By enabling and enhancing partnership working the Highland area is stronger through collective ownership and responsibility.	<ul style="list-style-type: none"> • Community Mental Health Triage Pilot- this is a collaborative approach between Police Scotland and NHS Highland to support care and communication out of hours. Community Triage is designed to provide more timely interventions by Mental Health professionals when required, providing a better service for individuals as well as avoiding unnecessary detention either in a Police Station or hospital. • Scottish Government Distress Brief Intervention Pilot- Inverness and the wider Highland area are one of 4 pilot sites for this work in Scotland. Website: www.dbi.scot
Good Mental Health Employer	We genuinely value our officers and staff and are investing in their wellbeing.	<ul style="list-style-type: none"> • Introduction of Wellbeing Champions in the Division • Line Managers given appropriate training to support staff in terms of wellbeing. • TRiM - Trauma Risk Management, which offers support for individuals who experience trauma, is fully imbedded within the Division. • Support Mechanisms through Employee Assistance and Occupational Health is open and available to all staff and officers.

Outcome- Community Participation & Dialogue

People in Highland will be more involved in decisions that affect their lives.

The unique geography in Highland and the strong community spirit across the area is a huge asset. We need use these qualities to embrace all opportunities through community empowerment. Over the next three years Police Scotland in the Highland area will support this outcome through the following activity:

National & Local Priority- Serious & Organised Crime

Over the next three years and beyond we need to remain responsive to developments in Serious & Organised Crime. Our communities have a key role to play in helping us to make the Highland area a hostile environment for Serious and Organised Crime Groups. We will continue to work with partners in the public, voluntary and business sectors to maximise all opportunities to prevent crime, manage offenders and support victims. With our partners we will identify the most vulnerable within our communities at risk of exploitation from Serious & Organised Crime Groups and ensure necessary assistance is provided.

Local Priority- Enhanced Partnership Working

"The Christie Commission clearly outlines an objective of working effectively with other organisations to improve outcomes for the people of Scotland"- Policing 2026. We are committed to improving long-term outcomes for individuals and communities in Highland; as a statutory agency in the new local Community Partnerships we are working with our communities and our partners to deliver better outcomes through supporting, co-ordinating and integrating activities which best meet the needs of the community and are being delivered by the most appropriate organisation. We recognise that the vision of public participation is a shift from current thinking and methods, one which we, as an organisation need to embrace.

Local Priority- Preventions and Interventions

Preventions and Interventions has a clear and meaningful place in the future of Policing in the Highland area and the wider Police Scotland. The draft 2026 Strategy sets out a clear focus on five areas over the next 10 years; Protection, Prevention, Communities, Knowledge and Innovation. *"We will focus on prevention, early intervention, early resolution and diversion to reduce inequalities and life chances"*- Policing 2026. The Preventions and Interventions team as well as effective internal and external partnerships are pivotal to achieving this. The development of this work will be a high priority over the next 3 years.

National & Local Priority- Young People

It is vital that children and young people in the Highland area feel an integral part of our communities and feel empowered to have their voice heard and be taken seriously. The [Children and Young People 2016/20- Our Approach Strategy](#) sets out the organisational commitment to the younger member of our communities on what they can expect from the Police.

Outcome- Community Participation & Dialogue

People in Highland will be more involved in decisions that affect their lives

Priority	Intention	Objectives
Serious & Organised Crime	With partners, reduce the threat, risk and harm caused by Serious Organised Crime.	<ul style="list-style-type: none"> • With partners work to safeguard the Highland area by taking all opportunities to prevent crime and make the Highland area a hostile environment for Serious & Organised Crime Groups.
Enhanced Partnership Working	By enabling and enhancing partnership working the Highland area is stronger through collective responsibility.	<ul style="list-style-type: none"> • With partners, develop the local community planning partnerships ensuring that they are reflective of community needs and aspirations. • Develop and refresh the Third Party Reporting centres in the Highland area as part of the Equality and Diversity Multi-Agency group. • With partners, pilot the 'Keep Safe- I Am Me' scheme in the Highland area and other preventative initiatives.
Preventions and Interventions	To improve outcomes for individuals and communities and reduce offending through prevention, early intervention and diversion.	<ul style="list-style-type: none"> • With local community partners, the Prevention and Intervention team will work to ensure that we are engaging with a broad spectrum of our communities and delivering key safety messages. <p>□</p>
Young People	To develop our relationship with and empower children and young people to have a voice in their communities.	<ul style="list-style-type: none"> • Police Scotland Youth Volunteers- continue with recruitment of youth and adult volunteers. • We will refresh our School Liaison work and ensure that officers are engaged with local schools and young people. • With partners, support the development of work in relation to the young LGBTi community in our schools and youth settings. • Develop our relationship with youth councils.

Outcome- Poverty Reduction

More people in Highland will live a life free from the experience of poverty

The introduction of the Community Empowerment Act has put more focus on inequality and those who live in deprived areas. As an active partner in the local partnerships we have a role to play in collectively working to eradicate poverty in the Highland area. Over the next three years Police Scotland in the Highland area will support this outcome through the following activity:

National Priority & Local Priority- Protecting People at Risk of Harm

The process of Early and Effective Intervention in relation to young people ensures that appropriate information is shared with our partners to look at how to help the child/young person move away from offending and keep them safe. This process is underpinned by GIRFEC (Getting It Right For Every Child) and the eight wellbeing indicators commonly known as SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included). Intervention in this way and diversion from a path of offending assist in giving the child/young person the best start in life and supports positive future outcomes for young people in the Highland area.

National & Local Priority- Serious & Organised Crime

Illegal activity across the Highland and Islands area affects local and rural economies. Serious & Organised Crime comes in many forms but is about the exploitation of honest, law-abiding people, including the most vulnerable members of our communities. Over the next three years we will continue to target organised criminality through four strands: Divert, Deter, Detect and Disrupt. Reducing harm caused by serious & organised crime requires sustained efforts of organisations, communities and individuals working together; [Scotland's Serious & Organised Crime Strategy](#) sets out visions and aims for Scotland.

National & Local Priority- Acquisitive Crime

Acquisitive crime encompasses a wide range of crime types and accounts for a significant proportion of overall crime in the Highland area. The most common relate to crimes such as Theft and Theft by Shoplifting. We will continue to work with businesses and communities to tackle this type of crime through implementing crime reduction strategies and participation in national campaigns. We will also continue to work with our partners to identify vulnerable victims and also explore diversionary work with persistent and prolific offenders.

National & Local Priority- Prevention & Interventions

Bogus Crime is a national priority under the heading of Serious & Organised Crime. We are pro-actively working to deter this type of crime in the Highland area. The impact on victims means that many do not come forward due to embarrassment and/or fear, some do not realise that they have, in fact, been a victim. As a Division we continue to focus on those who may be affected by bogus/doorstep crime by undertaking national days of action, local and national campaigns and working with communities to raise awareness and prevent this type of crime.

Outcome- Poverty Reduction

More people in Highland will live a life free from the experience of poverty

Priority	Intention	Objectives
Protecting People at Risk of Harm	Protect people at risk of harm.	<p>With partners and as corporate parents we will deliver the C.H.A.M.P.S (Highland Champions Board) strategy and improve life outcomes for care experienced young people.</p> <p>With partners, deliver the Highland Child Protection Committee Improvement Plan.</p>
Acquisitive Crime	With partners and communities, prevent instances of Acquisitive crime across the Highland area.	<p>With partners, share information, support education, prevention, diversionary and enforcement activity linked to acquisitive crime.</p> <p>Develop work with targets recidivist offenders to reduce reoffending linked to Acquisitive Crime e.g. The Persistent Offenders Programme</p> <p>Enhance the use of all media platforms to raise awareness of local and national preventative initiatives.</p>
Serious & Organised Crime	With partners, reduce the threat, risk and harm caused by Serious Organised Crime.	<p>We will promote a co-ordinated approach with the Local Authority, businesses and communities to reduce the risk posed by Serious & Organised Crime.</p> <p>We will continue to disrupt and detect the activities of criminal groups through pro-active policing activity to protect our communities from threat, risk and harm posed by Serious & Organised Crime.</p>
Prevention & Intervention	To improve outcomes for individuals and communities and reduce offending through prevention, early intervention and diversion.	<p>With partners, we will conduct joint operations to target criminal activity and prevent vulnerable people becoming victims in their own homes.</p> <p>We will work with businesses including banks to prevent people and companies being the victim of scams (online/by telephone) and we will educate our communities on how to keep themselves and their families/friends safe from this type of criminal activity.</p>

4. Local Policing Arrangements

We aim to deliver policing that is visible, accessible and responsive to the needs of the people of the Highland area. We recognise the unique geography of the Highland area and we will continue to work with partners to be accessible and engaged within all our local communities.

The Divisional Commander is supported by four Superintendents who have Operational, Criminal Investigation, Partnership and Support functions.

Highland has three Command Areas within the Highland and Islands Division of Police Scotland:

North Highland covering Caithness, Sutherland, Easter Ross and Ross and Cromarty.

South Highland covering Lochaber, Skye & Lochalsh, Badenoch, Strathspey and Nairn.

Inverness covering Inverness, Culloden & Ardersier and Aird & Loch Ness.

Each have their own dedicated Local Area Commander (Chief Inspector) who is responsible for day to day policing.

The local Criminal Investigation Department work alongside the national Specialist Crime Division to deal with the most serious and complex crime.

In addition to the local Policing resource; there are numerous specialist resources which provide local support, these include: Specialist Crime Division, Custody Division, Operational Support Division (Armed Policing, Specialist Operations and Road Policing), Licensing and Violence Reduction Unit, Emergency, Event and Resilience Planning, Criminal Justice Division, Border Policing, Contact, Command and Control Division and Corporate Communications.

Special Constables are a valued member of our team and we are continually seeking to enhance the numbers in this area.

Effective policing within our diverse environments can be challenging, however, our supportive collaborations with partners both within the Community Planning arena and the wider community are a huge asset in overcoming challenges.

5. Performance, Accountability and Scrutiny

To support this plan, Police Scotland have a National Performance Framework. This allows the organisation to measure progress, monitor activity, identify areas where resources should be deployed and demonstrate how we are meeting our intentions and objectives.

We are committed to providing an annual report for strategic scrutiny to the Highland Council who have considered and approved this Policing Plan.

Local arrangements for scrutiny will continue at Area Committee level. Local Area Commanders and/or their deputies, will represent Police Scotland in their respective areas at the nine local Area Committees. Reports will be submitted on a bi-annual basis alternating with Scottish Fire and Rescue Service.

Local Police Inspectors, or their deputies, will continue to engage with elected members, communities, community councils and other key stakeholders.

6. Equalities

Successful organisations recognise and value difference. Diversity enriches organisations and gives them potential to be more creative and dynamic. Whether it is exploring new forms of community engagement to identify people's needs, or considering how to get the best from our staff through flexible working conditions, equality and diversity issues are at the core of our business.

Police Scotland- Equality and Diversity Outcomes 2017/21

The Equality Act 2010 sets out an equality duty on 'public authorities' that requires us, both as an employer and as a service provider, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act:
- Advance Equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

All our work is underpinned by our commitment to equality and diversity, both in our dealings with the public we serve as well as our own staff. We recognise that effective and fair policing is about reflecting the needs and expectations of individuals and local communities.

Police Scotland's Equality Outcomes for 2017-2021 are:

Outcome 1: Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.

Outcome 2: All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs: to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.

Outcome 3: Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.

Outcome 4: People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.

Outcome 5: Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs.

Outcome 6: We have a workforce that is more reflective of the communities we serve.

Outcome 7: We have a workplace where officers and staff feel valued and respected and their needs met appropriately.