

## The Highland Council

### Education, Children and Adult Services Committee - 21 May 2014

Agenda Item	3.
Report No	ECA/01/14

## The Draft Highland Local Policing Plan 2014-17

### Report by the Highland Local Policing Commander - Chief Superintendent Julian Innes

#### Summary

This report presents the proposed 2014-17 Highland Local Policing Plan to the Committee for scrutiny and comment.

#### 1. Background

- 1.1 The Highland Local Policing Plan outlines the local policing priorities and objectives for the Highland local authority area for 2014-2017 and is a statutory requirement under the Police and Fire Reform (Scotland) Act 2012. It has been produced as part of a planning process which takes account of the Scottish Government's national outcomes, the setting of Community Planning Partnership objectives through single outcome agreements, the strategic police priorities set by Scottish Ministers, the Scottish Police Authorities Strategic Police Plan and Police Scotland's Annual Policing Plan.
- 1.2 These priorities and objectives have been identified by looking at the national and local intelligence; community safety trends as well as the views and concerns of the public, locally elected officials and community planning partners. This included an extensive Policing and Fire Plan consultation exercise, with the support of Ward Managers, with every ward within Highland. The Plan supports the overall objectives within the Highland Single Outcome Agreement (SOA). Moreover, the Plan will be supported by 22 Multi Member Ward Policing Plans which outline the policing priorities at a ward level.

#### 2. Progress and Next Steps

- 2.1 The Highland Local Policing Plan was presented to the Community Safety, Public Engagement and Equalities Committee on 26<sup>th</sup> March 2014. The recommendations made by the CPE committee have been reviewed and the Plan has been improved and amended accordingly. The amended plan is attached to this report as **Appendix 1**. Once the Plan has been reviewed by both Committees it will be presented to Full Council for ratification on the 26 June 2014.

#### 3. Recommendation:

It is recommended that Members provide scrutiny and comment on the proposed 2014-17 Highland Local Policing Plan prior to its presentation to Full Council on the 26 June 2014.

**Designation:** Chief Superintendent Julian Innes  
Highland and Island Divisional Commander

**Date:** 5 May 2014

## HIGHLAND LOCAL POLICE PLAN 2014-2017

### 1. Introduction and purpose of plan

- 1.1 This Plan outlines the local policing priorities and objectives for Highland for 2014-2017 and is a statutory requirement for the Police and Fire Reform (Scotland) Act 2012. It is produced as part of a planning process which takes account of the Scottish Government's national outcomes, the setting of Community Planning Partnership objectives through single outcome agreements, the strategic police priorities set by Scottish Ministers, the Scottish Police Authorities Strategic Police Plan and Police Scotland's Annual Policing Plan.
- 1.2 The purpose of this plan is to set out the policing priorities and objectives which the 3 Highland Area Commands, Highland and Islands Division and the wider Police Scotland will focus on for the next 3 years. These priorities and objectives have been identified by: looking at the national and local intelligence picture; a review of the community safety trends; and securing the views and concerns of the public, locally elected officials and community planning partners. The priorities and objectives identified in this Plan support the overall objectives within the Highland Single Outcome Agreement (SOA) 2013/14-2018/19. This plan has been considered at the Community Safety, Public Engagement & Equalities Committee and the Education, Children & Adult Services Committee prior to being agreed at Council. The Plan will be reviewed by the Community Safety, Public Engagement & Equalities Committee and the Local Policing Commander on an annual basis. Furthermore, this plan is supported by 22 Multi Member Ward Policing Plans which outline the policing priorities at a ward level
- Multi Member Ward Policing Plans
  - [www.scotland.police.uk/your-community/highlands-and-islands](http://www.scotland.police.uk/your-community/highlands-and-islands)  
(Individual plans can be accessed via clicking on the appropriate Area Command and then Ward on the right side of the screen):
  - Highland Single Outcome Agreement 2013/14-2018/19 (SOA)
  - [www.highland.gov.uk/yourcouncil/soa/](http://www.highland.gov.uk/yourcouncil/soa/)
- 1.3 The Highland area continues to enjoy an enviable reputation as one of the safest places to live in the United Kingdom. As a division we continue to see reducing crime rates achieved through hard work, determination and effective and co-ordinated partnership working in our communities. In the first year of Police Scotland the Highland area has been performing well within the wider context of the organisation where there has also been an overall reduction in crime rates, resulting in fewer victims. This plan demonstrates our commitment to local, community led policing, whilst placing Highland priorities in a national planning framework.

### 2. Foreword by:

#### **Chief Constable Sir Stephen House QPM**

The first year of Police Scotland has seen significant change in many aspects of the organisation; however, the delivery of locally-focused operational policing remains the bedrock of this service. I remain strongly committed to the principle that community-based policing, which responds to local need and demand, is crucial to delivering services that keep people safe and maintain public confidence.

One of the ways in which we can visibly demonstrate this commitment to local policing is by listening to communities and asking them to help shape our priorities. We have consulted widely across the council area with local people and other organisations to help identify our priorities. By combining the information we received through this consultation process with analysis of crime and other performance data we have established the priorities and objectives that are set out in this plan.

In developing this plan the Local Policing Team, led by the Local Commander, has worked closely with public, private and third sector organisations as well as directly with communities, because we recognise that partnership working is critical to making our communities safer. Importantly, this approach has also ensured that our planning process is aligned to the broader vision set out in the Community Plan and supports the Single Outcome Agreement. This plan is therefore a commitment to working across agencies to deliver better outcomes for communities as well as setting out how policing will be delivered in this area.

I am pleased to say that we have achieved much in the first year of Police Scotland to tackle crime and prevent harm - reducing the number of people who have been the victims of violence and the number killed and injured on our roads as well as addressing other crucial priorities for communities. This plan sets out an agenda to build on that success by tackling the issues that will improve the safety and well being of communities across this local authority area.

### **Chair – Scottish Police Authority - Mr Vic Emery**

### **Leader of the Council – Mr Drew Hendry**

An opportunity for the leader of the local council to give an overview of policing from their perspective and an affirmation of Local Authority endorsement for the plan.

### **Local Police Commander – Chief Superintendant Julian Innes**

It is my pleasure to introduce the Local Policing Plan for the Highland area for 2014-17.

Police Scotland has been in existence now for one year, and in that time we have risen to the challenge and taken advantage of all opportunities that have presented themselves following amalgamation of the Scottish Police Forces.

The communities of the Highlands and Islands are well used to and enjoy the community style policing approach that is woven in to the fabric of the police officers within the Highland and Islands Division, and it is therefore important that we continue to engage in this manner in the coming year to the benefit of all our communities.

Highland is a safe place in which to live, visit, work and bring up a family. This policing plan, developed in consultation and collaboration with our communities and partners, will build upon the successes of last year and focus our resources in areas which matter to you. That is what community policing is about, and that is what we aim to deliver.

### 3. Priorities and Objectives

3.1 **Priority 1 - Road Safety** – Road Safety continues to be the community safety issue of highest concern for communities within Highland. Whilst the overall number of people killed and seriously injured on Highland roads has reduced over the past few years, when they do occur they have a significant impact on the affected families and communities. Through the Safer Highland Road Safety Group we will continue to participate in initiatives to promote good driver behaviour. Furthermore, with the assistance of the National Trunk Roads Policing Unit and the Camera Safety Partnership, we will continue to target speeding and inappropriate driving throughout Highland, particularly around schools, within communities and around accident hotspots.

#### 3.1.1 Long Term Outcomes

- To reduce the number of people killed, seriously injured or slightly injured on the roads in Highland in line with National Road Safety Targets (as per table below).

Target	2015 Milestone % reduction	2020 target % reduction
People killed	30%	40%
People seriously injured	43%	55%
Children (aged <16) killed	35%	50%
Children (aged <16) seriously injured	50%	65%

(In addition to the above there remains a 10% reduction target in the slight casualty rate to 2020)

- Reduce concern with reference to Road Safety / Road Crime within Highland.

#### 3.1.2 Objectives

- Prevention Activities - Participate in activities to promote safe driving including:
  - In conjunction with the Safer Highland Road Safety Group, conduct a Driving Ambition Campaign at each of the 22 High Schools within a 12 month period.
  - The Trunk Road / Divisional Policing Units to conduct a targeted motorcycle campaign each spring.
  - Participate in all Police Scotland Road Safety Campaigns and safety initiatives identified through the Safer Highland Road Safety Group, including specific targeted campaigns for young and male drivers.
- Increase number of drivers detected for speeding, drink and drug driving, seat belt and mobile phone offences.

### 3.2 **Priority 2 – Alcohol and Drugs Abuse / Misuse**

Our consultations indicate that alcohol and drug abuse and misuse continue to be a priority concern for communities in the Highland area. As a member of the Safer Highland Alcohol and Drug Partnership (ADP) we will actively support prevention initiatives and activities that will reduce alcohol and drug abuse / misuse. There has

been a significant decrease in those offences which are often linked with excessive alcohol consumption, especially in and around licensed premises. This has been achieved, in part, by a more focussed targeting of resources and working in partnership with licensees to reduce the risks. The use of illegal drugs has detrimental impact on the quality of life of individuals, their families and the community in which they live. Drugs users are vulnerable to exploitation and can become involved in acquisitive crimes to feed their addiction. With our Highland Alcohol and Drug partners we will continue to concentrate our educational efforts on informing young people of the risks involved in taking illegal drugs and psychoactive substances (legal highs). Our enforcement activity will focus on disrupting the supply of illegal drugs into Highland using both divisional and wider Police Scotland capabilities and resources. The community also has a significant role to play in reporting any suspicious activities which may be linked to illegal drugs. With our partners we are committed to early intervention and prevention through identifying those at high risk of offending through alcohol or drug abuse/misuse, in particular identifying vulnerable individuals and offering support through a multi-agency response.

### 3.2.1 Long Term Outcomes

- Change the culture and attitude, to one of unacceptability, in reference to alcohol and drug abuse and misuse by elements of the community.
- Reduce the community impacts and costs of alcohol and drug misuse and abuse within Highland.

### 3.2.2 Objectives

- Prevention Activities –
  - Maintain the current level of licensed premises checks.
  - Conduct a test purchasing operation within each of the Inspector led policing areas each year.
  - In conjunction with the ADP, introduce an advisory 'signpost' letter outlining available assistance for alcohol, drugs and violence issues to all custodies / those issued with fixed penalties.
  - As part of the ADP contribute to the development and conduct of a targeted drug and alcohol awareness campaign for school children (e.g. Safe Highlanders).
  - Support multi agency events including Rock Challenge.
  - Increase the number of positive stop searches / confiscations for those possessing alcohol and/or drugs; including a measure of the number of alcohol seizures in relation to age.
  - Increase the number of offences reported for the supply or being concerned with the supply of drugs.

## 3.3 **Priority 3 - Antisocial Behaviour / Disorder**

**Antisocial** behaviour and disorder are often strongly linked with alcohol misuse and abuse. As indicated in the alcohol and drugs misuse and abuse priority above, there has been a significant decrease in antisocial behaviour and disorder over the past few years. The overall decrease has been achieved, in part, by working with partners to tackle the very few individuals who are frequently involved in antisocial behaviour and disorder as well as focussing on locations where it occurs. In conjunction with the Safer Highland Antisocial Behaviour Group, we will continue to

intervene as early as possible when instances of antisocial behaviour arise, including managing persistent offenders and locations through Operation Notebook. Where necessary we will also use legislative measures such as Antisocial Behaviour Contracts and vehicle seizures to influence offender behaviour.

### 3.3.1 Long Term Outcome

- Decrease in the number of people who are victims or impacted by antisocial behaviour / disorder.

### 3.3.2 Objectives

- Prevention Activities - Contribute to the Safer Highland Antisocial Behaviour Group initiatives and campaigns to reduce Antisocial Behaviour.
- Reduce in the amount of disorder.
- Reduce the occurrences of petty assaults
- Reduce the level of serious assaults, petty assaults, breach of the peace, vandalism and antisocial behaviour in the top 3 beats with the highest levels of incidents.
- Reduce the number of premises currently identified as causing significant and persistent disorder or serious nuisance to the community, measured with the number of households escalated to stage 3 for noisy behaviour through Operation Notebook and the number of Antisocial Behaviour contracts in place.
- Reduce the number of incidents of vandalism.
- Increase the use of antisocial behaviour warnings and vehicle seizures.

## 3.4 **Priority 4 – Crimes of Dishonesty**

Although the likelihood of being a victim of crimes such as housebreakings, thefts and bogus caller fraud is small, when they do occur they have a disproportionate effect on individuals, families and communities in respect to their feelings of safety. In many cases it is likely that simple precautionary measures would have prevented the crime; therefore, there is a continuing need to inform the public, in particular vulnerable groups, on how to best protect themselves and their property. In Highland there have been a number of recent spikes in respect to thefts from rural properties as well as the theft of tools, construction plant and construction materials. The Division and the wider Police Scotland have and will continue to mobilise whatever resources are necessary to counter these types of crimes. However, prevention is key and we will liaise with rural communities, FarmWatch and the construction industry to provide advice, inform them of any local crime trends and to secure intelligence and information to better target those perpetrating these crimes. As a Division we will continue to be agile when identifying and dealing with emerging crime trends in order to protect our communities.

### 3.4.1 Long Term Outcome

- Reduce the number of people who are victims of crimes of dishonesty or who are concerned about crimes of dishonesty.

### 3.4.2 Objectives

- Prevention Activities –

- In partnership with Trading Standards develop and introduce an annual awareness campaign targeted at vulnerable people in respect to dishonesties.
- Develop and introduce a 'Construction Watch' campaign in order to raise awareness and secure intelligence and information in reference to tool, plant and building material theft.
- Increase membership of FarmWatch.
- Reduce the number of thefts by housebreaking (including attempts).
- Reduce the number of thefts from a motor vehicle.
- Reduce theft by shoplifting.
- Increase the detection rate for thefts by housebreaking (including attempts)
- Increase the detection rate for dishonesties (Class 3).

### 3.5 **Priority 5 - Protecting People**

Whilst often a hidden crime, there are people in Highland who are victims of physical, sexual or emotional abuse or are neglected. Our Public Protection Unit incorporates Child and Adult Protection, Domestic Abuse Investigation, Offender Management Unit and Rape and Sexual Offences Investigation; the unit works with Highland communities and local partners to provide a co-ordinated and consistent approach to protect the most vulnerable people.

The creation of the Vulnerable Persons Database allows us to further improve our responses to vulnerable people in Highland. In terms of Child Protection, the Division and the wider Police Scotland are committed to working with our partners within the framework of Getting It Right For Every Child (GIRFEC).

Domestic abuse blights the lives of individuals as well as their families. Police Scotland has made domestic abuse and other forms of abuse, such as hate crimes, a high priority. We will endeavour to prevent abuse and neglect by early and effective interventions and by the effective sharing of information with relevant Safer Highland partners. We will continue to build on increasing levels of public confidence and encourage more people to report hate crime by working with our partners to ensure that the various methods for reporting are available and visible.

In conjunction with the Safer Highland Violence Against Women Group we will support all victims of domestic abuse and encourage them to report incidents of abuse. We will manage the risk posed by dangerous offenders and protect those at risk through the Multi Agency Risk Assessment Conference, Multi Agency Public Protection Arrangements and Multi Agency Tasking and Coordinating Group.

Through these groups we aim to identify high tariff perpetrators and target their criminal behaviour, ensuring that a range of agencies work effectively together to protect victims, prevent further abuse and increase confidence in reporting.

In addition to the above, the Division recognises that within our priority of protecting people we are also committed to providing a professional and consistent approach to victims of Honour Based Violence (HBV), Forced Marriage (FM), Female Genital Mutilation (FGM) and Human Trafficking.

#### 3.5.1 Long Term Outcomes

- Decrease in the number of people who are victims of sexual or domestic violence / abuse.
- Decrease in the number of people who are victims of hate crimes.
- Ensure that people who report hate incidents feel satisfied with the response received from public agencies.

#### 3..2 Objectives

- Prevention Activities
  - In support of the Safer Highland Child Protection, Adult Support and Protection and Violence Against Women Groups play and active role in preventative initiatives and campaigns.
  - Increase the reporting of domestic abuse incidents
  - Increase the reporting of sexual crime incidents
  - Meet the Police Scotland detection rate target for domestic abuse
  - Meet the Police Scotland detection rate target for sexual crimes (Class 2)
  - Increase the reporting of Hate incidents
  - Meet the Police Scotland detection rate target for Hate Crimes

#### **4. How we identified our priorities**

4.1 To identify the Highland policing priorities we have used a wide range of information and intelligence. There has been a comprehensive consultation process which has included an extensive series of meetings and contacts with a wide range of community groups across the Highland as well as engagement with locally elected officials and our Highland Community Planning Partners. This has included a series of dedicated policing plan forums with every ward in Highland, engagement with Highland Youth Voice and discussions with the Division's Community Advisory Group. Furthermore, in autumn 2013, Police Scotland conducted an extensive survey across all the Wards within Highland and the information from this survey, along with the legacy Northern Constabulary 2012/13 Community Consultation Survey, has been used to understand the public's views on community safety and policing issues within Highland.

4.2 In addition to the consultation, we have considered the intelligence picture, through our own strategic assessment process and the Safer Highland Partnership strategic assessment, to identify current and emerging community safety and crime trends. We have also reviewed the Highland SOA, especially in respect to the 'safer and stronger communities and preventing reoffending' strand linking to the following long term outcomes.

4.2.1 Communities and individuals are safe from alcohol related offending and behaviour.

4.2.2 Areas with the most multiple deprivation become safer and are felt to be safer.

4.2.3 Improve road safety.

4.2.4 Reduce antisocial behaviour.

4.2.5 People are, and feel free to live their lives without harassment and discrimination and can take part in community life.

4.2.6 Highland becomes even safer.

4.3 We recognise that policing has many strands which lie outwith our main priorities but which are important to our communities:

4.3.1 Given the outstanding natural environment and biodiversity of the Highland area we recognise the importance of wildlife and environmental issues and how



they can significantly impact on the wellbeing of our area. Locally based wildlife crime liaison officers will continue to tackle wildlife and environmental crime in Highland.

4.3.2 We will continue to work with colleagues within the Highland Local Resilience Partnerships in relation to emergency planning resilience and major emergency response and recovery. We will also maintain our representation within the five emergency liaison groups which make provision for partnership response to local and emergency situations within the framework of the Civil Contingencies Act 2004.

4.3.3 As we work with our partners to build safe and strong communities, the Division and the wider Police Scotland will maintain our commitment to the Highland Climate Change Declaration.

## **5. Local Policing Arrangements**

5.1 Highland has 3 of the 6 Area Commands within the Highland and Islands Division of Police Scotland. The 3 Area Commands in Highland are:

5.1.1 Highland North Area Command covering Caithness, Sutherland, Easter Ross and Ross and Cromarty

5.1.2 Highland South Area Command covering Lochaber, Skye, Lochalsh, Badenoch, Strathspey and Nairn.

5.1.3 Inverness Area Command covering the Inverness, Culloden & Ardersier and Aird & Loch Ness Wards.

5.2 The Area Commands have a number of local inspector led community policing teams with operational uniformed police officers on shift 24 hours a day. The Area Commands also have criminal investigations officers, officers involved in the public protection arena and prevention and intervention officers. Furthermore, the Highland Area Commands can rapidly call upon additional uniformed officers and specialist capabilities from both the Division and the wider Police Scotland.

5.3 Within Highland the Division has an officer establishment of 524 FTE officers. There are no plans to alter this resource figure. In addition to the Divisional establishment, there are 666 officers within the North Territorial Area (previously Northern, Grampian and Tayside) who are managed by other specialist divisions within Police Scotland and who support policing in Highland. There are currently 75 Special Constables working in Highland. Police Scotland also has an ongoing recruitment programme for new Officers and in addition to this external recruitment process, the Local Divisional Commander is continually involved in bring a balance of new officers and experienced staff into the Highland area from other Divisions across Scotland.

5.4 There are no planned changes to physical assets within Highland.

5.5 During the period of this plan the Inverness Area Control Room will be remodelled as a National Command Base, supporting the Dundee ACR, providing an Event/ Major incident facility for the Highlands and Islands, and being enhanced to provide information/ intelligence checks to front line officers 24/7 nationally.

5.6 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.

## 6. National Outcomes

<b>Policing Plan Priorities</b>	<b>Strategic Policing Priorities</b>	<b>National Outcomes</b>	<b>Highland SOA Outcomes</b>
Road Safety	- Increase road safety and reduce road crime. - Protect the public	8,9	- Improve road safety - Highland becomes even safer
Alcohol and Drugs Abuse / Misuse	- Reduce violence, disorder and antisocial behaviour - Protect the public	8,9,11	- Communities and individuals are safe from alcohol related offending and behaviour. - Areas with the most multiple deprivation become safer and are felt to be safer. - Highland becomes even safer.
Antisocial Behaviour	- Reduce violence, disorder and antisocial behaviour - Protect the public	7,9,11	- Reduce antisocial behaviour. - Areas with the most multiple deprivation become safer and are felt to be safer
Crimes of Dishonesty	- Protect the public - Tackle serious organised crime and terrorism	8,9,11	- Highland becomes even safer
Protecting People	- Reduce violence, disorder and antisocial behaviour - Protect the public	5,7,8,9,11	- People are, and feel free to live their lives without harassment and discrimination, and can take part on community life. Highland becomes even safer.

## 7. Performance, Accountability and Scrutiny

7.1.1 The Highland Policing Plan is an agreement between the Local Policing Commander and the Local Policing Committee on priorities and objectives for the next 3 years. In Highland, the role of Local Policing Committee is undertaken by the Community Safety, Public Engagement and Equalities Committee which has 15 Elected Members representing a cross section of areas and political parties. The Community Safety, Public Engagement and Equalities Committee is responsible for monitoring the policing performance against the agreed Local Policing Plan and to

hold the Local Policing Commander to account against the Plan. The Committee meets four times a year and the Local Policing Commander is required to provide reports on progress against the Policing Plan and provide any relevant information to the Committee to enable it to perform its scrutiny role. The minutes of the Committee Meetings and the submitted reports can be viewed on the Highland Council website.

- 7.1.2 The outcomes and objectives as described in Section 3 of this plan relate to long term aims of the Highland Area Commands and the Safer Highland Partnership in reference to the priorities. The objectives are those activities and measures that Police Scotland assess will contribute to achieving the outcomes. The activities and measures described are both short and medium term and will be scrutinised quarterly as described. The baseline figures for scrutiny will be looked at against a 3 year average and are obtained through the Scottish Operational and Management Information System.

## **8. Engagement**

- 8.1 The Divisional leadership team is a key partner in the overall Community Planning and Highland Safer Highland Partnerships (Appendix 1: Community Planning Partnership Structure). The Division is also a member of a number of Safer Highland groups including: the Road Safety Group, Antisocial Behaviour Group, Alcohol and Drugs Partnership, Youth Justice Group, CONTEST/ Serious Organised Crime Group, Child and Adult Protection Groups and the Violence Against Women Group. In respect to wider community engagement the Area Commanders and local policing team Inspectors are responsible for engagement with local communities and locally elected officials. Where possible we will attend Community Council / Community Group meetings and when this is not possible we will endeavour to make contact with the Community Council or Group to pass on information and enquire if there are any policing issues. The Division and the wider Police Scotland are committed to continuing to work locally with community planning partners on joint resourcing. In particular the Division will identify opportunities to work with our partners in dealing with emerging issues and trends such as the recent campaign targeting bogus callers (an issue which often impacts on the vulnerable and elderly in our communities). Working with our partners and within all our communities helps us achieve our focus of keeping people safe and ensures we provide a high quality service which is responsive to local needs and demonstrates our core values of integrity, fairness and respect.

## **9. Equalities**

- 9.1 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 are committed to: eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010; advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not.
- 9.2 We recognise that effective and fair policing is about reflecting the needs and expectations of individuals and local communities as our formal public consultation emphasises. Survey results show that different communities have differing expectations and contrasting experience of the services provided by the police. Our

aim is to ensure that our service is fair and consistent to all, according to their needs, keeping those who are most vulnerable safe.

9.3 To further this aim, and to satisfy our statutory duties under The Equalities Act 2010, we have developed national equality and diversity outcomes to explicitly outline our commitment to meet the needs of members of the public and our staff who share relevant protected characteristics. We have included local priorities and objectives which contribute to achieving these outcomes and these will be reported in the Chief Constable's Annual Report.

9.4 Police Scotland's Equality and Diversity Outcomes are:

9.4.1 People better recognise hate crime and incidents and feel confident in reporting them.

9.4.2 Individuals within the protected groups feel safe and secure within their local community

9.4.3 Victims of gender-based violence are confident that the police are responsive to their needs

9.4.4 People from, and across, the protected groups are meaningfully engaged with us and their views contribute to the service.

9.4.5 Everyone in Scotland is able to contact the police when they require our assistance and the experience is positive.

9.4.6 We have a workforce that is reflective of our communities to increase trust and confidence in the police.

9.4.7 We have a workforce where people feel valued and encouraged to maximise their potential to ensure the most efficient and effective service is delivered.

## **10. Local Contact Details**

10.1 Your local point of contact for this plan is the Highland and Islands Divisional Commander who can be contacted through the 101 Non Emergency Contact Number or via the Divisional Police Headquarters, Old Perth Road, Inverness, Highland, IV2 3SY.

**SOA, Partnership Strategic Assessment, Fire/Policing Plans, Ward Plans**

**Scrutiny, Performance**

**Community Planning Partnership**

**Chief Officers' Group**

**Safer Highland Strategy Group**

**Violence Against Women Group**

**Child Protection Group**

**Multi-Agency Public Protection Arrangements (HIMM) Group**

**Adult Support & Protection Group**

**Alcohol and Drugs Group**

**Road Safety Group**

**CONTEST / Serious Organised Crime Group**

**Antisocial Behaviour Group**

**Youth Justice Group**

**Public Protection – 12 Monthly Conference**

**Safer Communities - 12 Monthly Conference**

Multi-Agency Public Protection Arrangements  
Multi-Agency Risk Assessment Conference  
Multi-Agency Tasking and Co-ordinating

**District Partnerships**

**Community Consultation**