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Agenda Item	5
Report No	CP/09/23

Local Policing Plan - Highland

2023-2026

**Communities, People and
Partnerships ... at the Heart of
the Highlands**

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Foreword

As Divisional Commander for Highland and Islands, I am delighted to present the Local Policing Plan 2023-2026 for the Highland Area.

The Local Policing Plan documents how we go about delivering the strategic outcomes from Police Scotland's Annual Policing Plan 2022-2023 in our local communities, as well as how we work with our Partners to deliver shared priorities in fulfilling our duty under the Community Empowerment (Scotland) Act 2015.

Underpinning these relationships is the requirement under the Police and Fire and Reform (Scotland) Act 2012 to produce this Local Policing Plan for approval by Highland CYBER.

The Highlands remain one of the safest areas in the United Kingdom in terms of the overall levels of crime, but it also faces a unique set of challenges in how we go about meeting the expectations of our communities. We are far from being immune from the issues which are seen in more densely populated areas - albeit at a less concentrated level. Responding to these challenges can only be done through a focus on effective partnership working - which includes not only our Statutory Partners but also a wide variety of organisations, as well as the communities which we serve.

We recognise our role in identifying and supporting those within our communities who are particularly vulnerable and ensuring pathways to a wider level of support are created and maintained as part of a program of initiatives with a focus on prevention and public protection. This Highland Local Policing Plan has been designed to articulate our broad contribution to the Highland Outcome Improvement Plan, which is in keeping with our commitment to tackle challenging, chronic and long term issues while supporting resilience in partnership with our communities and other public and voluntary agencies.

To ensure we continue to plan on the basis of not only national priorities but local needs we have continued to engage in extensive consultation, feedback and broader analysis of crime and other supporting data. This plan outlines what our priorities will be and how our services will be delivered over the next three years.

At this point I would normally reflect on the exciting opportunities ahead - but there is no doubt that having experienced a unique period in policing, and across society in general, the next three years will continue to present significant challenges. We will seek to take advantage of opportunities that exist through new technology and providing our people with the appropriate skills to ensure we are agile in responding to emerging threats and opportunities.

There is no doubt that our focus will remain on playing our part in keeping the Highlands as a safe and supportive place to live, work and visit.

Robert Shepherd

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**Divisional Commander
Highland and Islands Division**

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Introduction to Highland

The Highland Area covers one third of Scotland's land mass with a population of approximately 230,000 spread across the area. The Local Authority is the 7th largest in the country in terms of population but with the lowest population density with just 8 people per square kilometre.

Such a vast area has an incredibly diverse geography and equally diverse communities from scattered remote townships to urban areas such as the City of Inverness with a population of 55,000.

Between 1998 and 2008 our population has been increasing, over this period the population of Highland has increased by 12.7% which is significantly above the 7.7% increase experienced across Scotland as a whole. This reflects the desire of people to move to this area, bringing with it increased diversity, skills and aspirations but also presenting new challenges for service providers to address.

The largest age group in the Highland population is 45-64 (69,194) with the smallest group being 16-24 (20,937). Both are important factors in the targeting of resources and services. A smaller working age population has implications for the availability of staff within the local economy across all sectors, including Policing.

During the course of the pandemic Highland experienced a considerable amount of 'staycation' activity which has an impact on local infrastructure and increases demand for Policing in some of the most rural areas. However a significant portion of the population derive at least part of their income from this sector of the economy and the importance of tourism in that respect is unlikely to change over the period of this plan.

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.

Local Policing Delivery

In delivering policing services to our communities, the Divisional Commander is supported by four Superintendents who have Operational, Support, Partnerships and Criminal Investigation functions.

Highland is comprised of three Area Commands within the Highland and Islands Division of Police Scotland:-

- **North Highland Area Command** - Caithness, Sutherland, Easter Ross and Ross & Cromarty.
- **South Highland Area Command** - Lochaber, Skye & Lochalsh, Badenoch, Strathspey & Nairn.
- **Inverness Area Command** – Inverness city & the wider Inverness area.

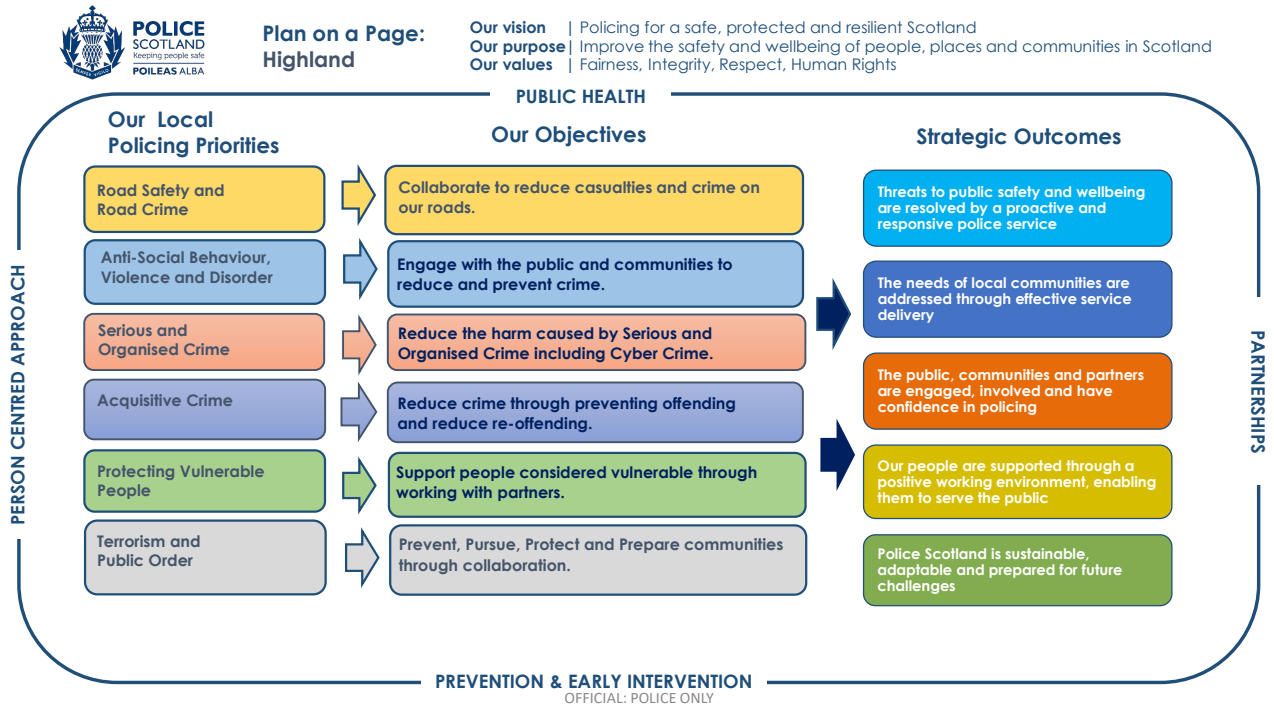
Each area has their own dedicated Local Area Commander (Chief Inspector) who is responsible for day to day Policing of their area.

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 are in a position to provide additional support, including Specialist Crime Division, Criminal Justice Services Division, Operational Support Division, Emergency, Event and Resilience Planning, Border Policing and Contact, Command and Control Division. Whilst these are all national Divisions each of them have staff permanently located within the Highland Area.

We aim to deliver Policing that is visible, accessible and responsive to the needs of the people in Highland. Our supportive collaborations with Partners, both within Community Planning Partnerships and the wider community, are a huge asset in addressing the challenges we all face when operating in this environment, not least ensuring visibility, accessibility and engagement. Special Police Constables are valued members of our team who provide strong community links and we are continually seeking to enhance the numbers in this area.

Local Policing Priorities



In order to identify our Local Policing Priorities we utilised a wide range of information, intelligence and processes including an extensive community engagement, which include:

- Police Scotland Strategic Assessment 2023-2028.
- Community consultations.
- Community Planning Partnership - Highland Outcome Improvement Plan 2017-2027.
- Police Scotland Annual Police Plan.

All of these sources have provided critical information in identifying what is important to the diverse communities within Highland and as such we have structured our resources to meet these demands and deliver against the strategic outcomes.

Priorities in Detail

Road Safety and Road Crime

In Highland, we are committed to ensuring that all road users take responsibility for their own safety and understand the need to share our road space respectfully and responsibly. Supporting Road Safety and targeting Road Crime remains a priority in Highland.

We recognise the impact on families and communities where incidents occur on our roads. Beyond that, lengthy road closures have a cost for local businesses but this must be balanced with the requirement for safe and thorough enquiry.

Intelligence lead disruptive activity plays a key part in our response to road crime alongside standard patrol and enforcement which we carry out with our partner agencies and provide full support for national road safety and road crime campaigns, including participation in Visitor Management Groups.

Anti-Social Behaviour, Violence and Disorder

Anti-Social Behaviour is a wide-ranging issue which encompasses many aspects of criminal and non-criminal conduct. The term is used to describe a range of issues which cause distress to communities and make them feel less safe. Issues include vandalism, noisy neighbours or environmental crime.

Where communities are experiencing significant ongoing issues with Anti-Social Behaviour we will take the opportunity to engage with housing providers to explore the most appropriate remedies and minimise any escalation of impact around addresses where Anti-Social Behaviour may be occurring.

Alcohol and associated behaviours continue to be a significant factor in disorder in the area. We will continue to work closely with the licensing industry to share best practice and maintain robust monitoring to minimise the impact upon our communities.

Serious Organised Crime

Serious Organised Crime (SOC) takes numerous forms, many of which affect our communities in Highland. We are committed to pursuing those responsible for supplying controlled drugs throughout our area.

A particular area of focus is a tactic known as 'Cuckooing'. This is where experienced drug suppliers from elsewhere in the United Kingdom use the homes of vulnerable individuals in order to supply controlled drugs through intimidation, violence or the promise of reward.

It is also recognised that the Highlands and Islands are targeted by Organised Crime

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Groups (OCGs) who coordinate their activities from out with the area by use of technology and structured people networks. This tactic is known as 'County Lines'.

Other forms of Serious Organised Crime include Human Trafficking and elements of Cyber Crime. We will ensure that our staff are equipped to deal with crimes of this nature and that we have ready access to national resources and expertise where this is necessary.

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 online fraud activity and crimes committed by travelling criminals.

In common with other areas of Scotland, the Highlands are experiencing an increase in online/phone fraud activity, where offenders target individuals and businesses purporting to be someone of trust and obtain funds through bank transfer and other such means. We will continue to work with businesses including financial institutions to prevent people and companies being the victim of frauds and we will support activity aimed at educating our communities on how to keep themselves safe from this type of criminal activity.

Protecting Vulnerable People

Vulnerability is one of the most significant demands on Police resources not only in Highland but across Scotland. Vulnerable people may be unable to keep themselves safe for any number of reasons and as a result they are more likely to become the victims of crime or come to harm than those who are not considered to be vulnerable.

This is a significant part of the daily business of frontline Police officers, intervening at times of crisis and preventing people coming to harm. Through this we work with Statutory Partners as well as private sector providers, particularly in the case of looked after young people, to identify opportunities for early intervention and strategies to support harm prevention.

This work is supported through the provision of officers across a range of specialisms who work with Partners to support victims through the trauma of abuse. We maintain a victim focused approach, while seeking to maximise opportunities to investigate and bring to justice those who seek to exploit vulnerability and cause great harm within communities.

We will continue to focus on an agenda of prevention which signposts vulnerable people to the most appropriate agencies for their particular needs. We will support our local intervention programmes in relation to mental health, suicide prevention and the wider public health strategies relating to alcohol and drugs.

We will also identify and respond where there are patterns of local concern around

locations or behaviours which require a more immediate approach to prevent further escalation.

Terrorism and Public Order

The Highland area has strategic sites and a vast coastline with numerous small ports. It is important that we develop watchful, knowledgeable and resilient communities who can ultimately help prevent terrorism occurring through education, enforcement and vigilance.

Counter Terrorism is a national priority and no community is immune from the impact of terrorism. This addresses not only the threat posed by International Terrorism but also Domestic Extremism.

With Partners, we will continue to deliver the UK Contest Strategy utilising the Prevent, Prepare, Protect and Pursue model.

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: Work with Partners to reduce the impact of Cyber-Crime.

Key milestones:

- Increased Cyber-Crime awareness events with Partners, Educational establishments and Community Groups.
- Increased preventative work highlighting dangers of Cyber-Crime, including use of Social Media channels and information booklets.
- Every victim of a Cyber-Crime is allocated a Prevention and Interventions officer who offers relevant preventative advice, information and support with the view to reducing the risk of that individual being a victim of crime.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- Effective in reducing Cyber-Crime?
- Effective in reducing repeat victims of Cyber-Crime?

Objective: Keep People Safe in the physical and digital world.

Activity: Focus on preventative measures relating to Serious Organised Crime.

Key milestones:

- Increased preventative work with individuals at risk of criminal and sexual exploitation.
- Victims of Serious Organised Crime would be allocated a Prevention and Interventions officer who offers relevant preventative advice, information and support with the view to reducing the risk of that individual being a victim of crime.
- Pursue individuals and groups involved in Serious Organised Crime.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- Effective in reducing repeat victims of Serious Organised Crime?
- Effective in disrupting individual and groups involved in Serious Organised Crime?
- Effective in reducing Serious Organised Crime?

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

Activity: Work with NHS and Local Authority Partners to reduce the impact of problem drug misuse.

Key milestones:

- Develop improved pathways to best support people with substance addiction.
- Work with Partners to develop Harm Prevention Hubs.
- Work with Partners to identify individuals at risk of harm from substance misuse and progress early and effective interventions.

Update expected: Y1 Q4.

Performance measures and insights:

- Reduction in Drugs Related Deaths?
- Effective pathways in place to support people with substance addiction?

Objective: Support Policing through proactive prevention measures.

Activity: Reduce the demand on frontline policing with collaborative mental health approaches.

Key milestones:

- Develop improved collaborative approaches to mental health care.
- Deliver improved services to people experiencing mental ill health.
- Evaluate impact of new services.

Update expected: Y1-3 Q4.

Performance measures and insights:

- Has Police Scotland reduced the time officer spend dealing with mental health related incidents?
- How effective are the processes in place to ensuring that people receive the correct care.

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- Feedback from service users (internal and external).

Activity: Ensure appropriate partnership working on repeat missing persons.

Key milestones:

- Maintain improved collaborative approaches to repeat missing persons.
- Support service providers in relation to developing appropriate risk assessments and strategies in relation to looked after young people.
- Evaluate impact of new services.

Update expected: Y1-3 Q4.

Performance measures and insights:

- Has Police Scotland reduced the time officers spend dealing with missing person related activity where there are more appropriate means of ensuring that persons safety?
- How effective are the processes in place to ensuring that people receive the correct support?
- Feedback from service users (internal and external).

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: Strengthen and enhance work with Partners to understand and tackle their concerns in relation to Anti-Social Behaviour.

Key milestones:

- Work with Third Sector organisations to deliver diversionary activities to youths in Division.

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- Collaborate with Partners to combat Anti-Social Behaviour.
- Deliver educational packages to High School pupils/staff in accordance with the Divisional and National priorities.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How effective are the diversionary activities provided by Police and Third Sector organisations?
- How effective is the Divisional collaboration with Partners at tackling Anti-Social Behaviour?

Activity: Tackle residential housebreaking and acquisitive crime through preventative measures.

Key milestones:

- In partnership with local Neighbourhood Watch groups and supported accommodation, develop and disseminate messaging/guidance to assist residents in keeping their homes safe.
- Initiate a programme with Partners to divert offenders from criminal activity.
- Undertake high visibility Policing in known hotspots of residential housebreaking and acquisitive crime.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How effective has the joint messaging/guidance been at helping to keep residents safe in their homes?
- Has housebreaking to residential properties decreased in Highland?
- What is the decrease in repeat offenders committing new acquisitive crimes?

Activity: Strengthen and enhance work with Partners to tackle violence.

Key milestones:

- Participate in Multi Agency Risk Assessment Conferences (MARAC).
- Participate in Multi Agency Tasking and Co-ordination (MATAC).
- Continue to utilise the Disclosure Scheme for Domestic Abuse Scotland (DSDAS).
- Participate in Violence Against Women and Girl Partnerships (VAWP).

Update expected: Y1-3 Q4.

Performance measures and insights:

- Effective reducing violence related crimes?
- Effective reducing repeat victims of violence?

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: Embed the ethical and privacy considerations that are integral to Policing and protection into every aspect of the service.

Activity: Proactively engage with minority groups representative of local demographic including seldom heard groups.

Key milestones:

- Develop a local engagement plan.
- Monitor and evaluate progress and benefits.
- Undertake local engagement initiatives.

Update expected: Y1-3 Q4.

Performance measures and insights:

- How well are we engaging with different groups?
- Feedback from members of the public, including seldom heard groups.

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

Activity: Enable and support effective engagement and communication with the public, including promotion of our Local Police Plan.

Key milestones:

- Overview of progress and benefits.
- Engagement events with local communities.

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Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How well are we engaging with the public?
- Feedback from members of the public, community groups and Partners.

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

Activity: Engage with Third Sector groups and Local Authority Partners to support refugees (EG - Displaced by the conflict in Ukraine).

Key milestones:

- Participate in community planning to ensure that displaced people have a distinct route to accommodation, support and care.
- Work with Third Sector groups to raise awareness of Police Scotland and the support services we provide amongst refugees.

Update expected: Y1-3 Q3.

Performance measures and insights:

- Does qualitative feedback from third sector refugee groups indicate that refugees feel supported by Police Scotland?

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

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

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: Enable and support effective engagement and communication across the Division to support our people.

Key milestones:

- Development of the Divisional 'Your Safety Matters' group.
- Implementation and development of the Core Operating System (COS).

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- Assessment/feedback from officers and staff regarding new shift patterns implemented.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- How well are we supporting our people?
- Staff survey responses.
- Local leadership meeting inputs from staff.

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

Activity: Support colleagues' performance and development through MyCareer and associated promotion pathways.

Key milestones:

- Planned local development forums.
- Shadowing line managers.
- Duty Inspector Cadre.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- Levels of participation in activities?
- Gathering and assessing feedback
- Establish understanding of any groups who are not engaging and remove any barriers to participation that may be identified.

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

Activity: Develop and implement Divisional People Plans to support the implementation of the People and Equality, Diversity and Inclusion strategies.

Key milestones:

- Development of the Divisional LGBTQi network.
- Maintain regular Divisional People Board meetings.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?
- How well are we supporting our people?

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- Levels of participation in activity and understanding feedback from these groups.

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: Seek out shared learning and training opportunities with Partners.

Key milestones:

- Implement any recommendations from His Majesty's Inspectorate of Constabulary in Scotland (HMICS).
- Implement any recommendations from the Police Investigations and Review Commissioner (PIRC).
- Continue to liaise and work alongside Partners.
- Continue delivery of Trauma Impact Training.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How effective is Police Scotland at continuous improvement and workforce development?
- How effective is Police Scotland at sharing learning with Partners?

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

Activity: Support Police Scotland's vision of outstanding environmental sustainability and where relevant, support the implementation of the fleet strategy to aid with the facilitation of a cleaner, greener Police service.

Key milestones:

- Development of a Divisional Green Initiative.
- Continue fleet replacement with Electric Vehicles.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- What progress is Police Scotland making in the delivery of its Environmental, Fleet and Estates strategies?

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

Activity: Support the implementation of new technology across the Division.

Key milestones:

- Implementation and development of the Core Operating System (COS).
- Continue implementation of Mobile Working.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- What progress is Police Scotland making at implementing new technology across the service?

Governance and Performance

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. Area Commanders and/or their deputy, will represent Police Scotland in their respective areas at the eleven local Area Committees. Reports will be submitted on a bi-annual basis alternating with the Scottish Fire and Rescue Service.

The Divisional Commander represents Police Scotland at the Highland Communities and Place Committee.

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A copy of every Police report is submitted to the Scottish Police Authority (SPA).

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

Equality, Diversity and Inclusion

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

We are committed to developing and promoting best practice in the refresh of our Equality outcomes for 2022. These can be found along with our commitment and duties to equality, diversity & inclusion at: <https://www.scotland.police.uk/about-us/equality-and-diversity/>.

This plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty.

Separate EqHRIAs were undertaken for the activities described in this plan as required.

Engaging with us

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions 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/>

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/NorthernPolice>

Facebook: <https://www.facebook.com/HighlandIslandsPoliceDivision/>

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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.

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/>.

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via Text Relay on 18001101.