

# Local Police Plan 2017 - 20

community empowerment, inclusion and collaborative working

partnership

Policing - The Hebridean Way

shared outcomes

prevention and accountability

Our commitment to the safety and wellbeing of the people and communities of the

## Western Isles



**POLICE  
SCOTLAND**

Keeping people safe

**POILEAS ALBA**

## 1. Introduction

The Eilean Siar Local Policing Plan sets out the local policing priorities and objectives for Eilean Siar 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 in Eilean Siar 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 Eilean Siar over the next 10 years. The Strategy focuses on 5 key 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 Eilean Siar 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 Local Outcome Improvement Plan, in keeping with our commitment to tackling chronic and long term issues in partnership with local partners and communities.

In Eilean Siar 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 Eilean Siar 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 Eilean Siar local policing priorities for 2017-2020 we have utilised a wide range of information, intelligence and consultation;

The consultation has 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.

We have utilised the findings from the Place Standard Survey completed by the Outer Hebrides Community Planning Partnership in April 2017. The consultation used the ‘Place Standard’ model to facilitate community engagement and to develop an understanding of issues and circumstances in each community.

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.”*

### 3. Police Priorities and Outcomes

This Local Policing Plan has been created to support the Eilean Siar Local 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 has 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 Eilean Siar 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 Eilean Siar. The local priorities are continually evolving.

Currently the local Policing priorities are:

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

#### **Eilean Siar Local Outcome Improvement Plan:**

- **Improving Quality of Life-** *The Islands offer attractive opportunities that improves the quality of life, wellbeing and health for all our people.*
- **Economic Growth-** *The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities.*
- **Sustainable Population-** *The Outer Hebrides retains and attracts people to ensure a sustainable population.*

## **Outcome- Improving Quality of Life**

*The Islands offer attractive opportunities that improves the quality of life, wellbeing and health of our people.*

With partners, Police Scotland is working to empower communities with skills, knowledge and confidence to be self-sufficient and to become stronger, safer and more resilient. Over the next three years in Eilean Siar we 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 Eilean Siar. 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 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 Eilean Siar.

### **National & Local Priority- Serious & Organised Crime**

Alcohol and Drug Misuse is a cross cutting issue in Eilean Siar 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 Eilean Siar. 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- Good Mental Health Employer**

In Eilean Siar 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- Improving Quality of Life

*The Islands offer attractive opportunities that improves the quality of life, wellbeing and health of our people.*

Priority	Intention	Objectives
<b>Violence, Disorder &amp; Antisocial Behaviour</b>	With partners, better understand the causes to prevent and reduce instances of Antisocial behaviour, Violence and Disorder to enhance community safety across Eilean Siar.	<ul style="list-style-type: none"> <li>• Work with partners to share information and support Education, Prevention, Diversionary and Enforcement Measures linked to harmful alcohol consumption.</li> <li>• Maintain robust procedures around licensed premises.</li> <li>• Support victims of violent crime by working with partners to improve service provision and prevent repeat victimisation.</li> </ul>
<b>Protecting People at Risk of Harm</b>	Protect people at risk of harm.	<ul style="list-style-type: none"> <li>• With partners and as corporate parents we will improve life outcomes for care experienced young people.</li> <li>• With partners, deliver the Outer Hebrides Child Protection Committee Improvement Plan.</li> <li>• With partners develop a supportive custody referral process.</li> </ul>
<b>Serious &amp; Organised Crime</b>	With partners, reduce the threat, risk and harm caused by Serious Organised Crime.	<ul style="list-style-type: none"> <li>• In support of our partners in the Local Authority and NHS via the Outer Hebrides Alcohol and Drug Partnership Strategy we will direct those who are drug and/or alcohol dependent towards recovery through prevention, treatment, and support services.</li> <li>• With partners, work to reduce the instances of substance misuse in our communities, including educational premises through preventative work targeting those involved in the supply of drugs in our communities.</li> </ul>
<b>Good Mental Health Employer</b>	We genuinely value our officers and staff and are investing in their wellbeing.	<ul style="list-style-type: none"> <li>• Introduction of Wellbeing Champions in the Division</li> <li>• Line Managers given appropriate training to support staff in terms of wellbeing.</li> <li>• TRiM - Trauma Risk Management, which offers support for individuals who experience trauma, is fully imbedded within the Division.</li> <li>• Support Mechanisms through Employee Assistance and Occupational Health is open and available to all staff and officers.</li> </ul>

## **Outcome- Economic Growth**

*The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities.*

It is critical to support growth and ensure that the economic environment in Eilean Siaris safeguarded, maintained and protected. The transport and digital agenda is of great importance to communities in terms of access to services, employment and sustainability. Over the next three years Police Scotland in Eilean Siar 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 Eilean Siar. 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 Eilean Siar and prevent victims of cyber related crime.

### **National & Local Priority- Road Safety & Road Crime**

Road Safety and Road Crime remains a local priority in Eilean Siar. Whilst the overall number of people killed and seriously injured 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- 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- Counter Terrorism and Domestic Extremism**

The threat from Terrorism and Domestic Extremism is a national priority. Eilean Siar 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 Comhairle Nan Eilean Siar 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.

## Outcome- Economic Growth

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Priority	Intention	Objectives
<b>Protecting People at Risk of Harm</b>	Protect People at Risk of Harm	<ul style="list-style-type: none"> <li>• With partners, we will focus on safeguarding communities in Eilean Siar and prevent victims of cyber-related crime.</li> <li>• With partners, we will develop a co-ordinated Action Plan for Child Internet Safety/Digital Safety and Digital Citizenship.</li> <li>• We will refresh our School Liaison work and ensure that officers are engaged with local schools and young people.</li> </ul>
<b>Road Safety &amp; Road Crime</b>	With partners, enhance Road Safety across Eilean Siar.	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.
<b>Serious &amp; Organised Crime</b>	With partners, reduce the threat, risk and harm caused by Serious Organised Crime.	<ul style="list-style-type: none"> <li>• We will promote a co-ordinated approach with the Local Authority, businesses and communities to reduce the risk posed by Serious &amp; Organised Crime.</li> <li>• We will continue to disrupt and detect the activities of criminal groups through proactive policing activity to protect our communities from threat, risk and harm posed by Serious &amp; Organised Crime.</li> </ul>
<b>Counter Terrorism &amp; Domestic Extremism</b>	Support the delivery of the CONTEST strategy to reduce the threat posed by terrorism and domestic extremism.	<ul style="list-style-type: none"> <li>• Effective Multi-agency planning in respect of Counter Terrorism is taking place.</li> <li>• Develop our ability to respond effectively to any terrorist attack (with a specific focus on emerging high-risk threats, and specialist capabilities).</li> </ul>

## **Outcome- Sustainable Population**

*The Outer Hebrides retains and attracts people to ensure a sustainable population.*

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

National & Local Priority- Protecting People at Risk of Harm

Vulnerability is one of the most significant demands on Police resources not only in Eilean Siar 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.

Local Priority- Enhanced Partnership Working

We are committed to improving long-term outcomes for individuals and communities in Eilean Siar; 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 Eilean Siar 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 Eilean Siar 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- Sustainable Population

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Priority	Intention	Objectives
<b>Protecting People at Risk of Harm</b>	Protect people at risk of harm.	<ul style="list-style-type: none"> <li>• Risk and 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).</li> <li>• As member of the Eilean Siar Adult Support &amp; Protection Committee, work with partners to ensure an effective and appropriate governance structure.</li> <li>• With partners, address emerging issues through prevention and intervention.</li> </ul>
<b>Enhanced Partnership Working</b>	By enabling and enhancing partnership working Eilean Siar is stronger through collective responsibility.	<ul style="list-style-type: none"> <li>• With partners, develop the local community planning partnerships ensuring that they are reflective of community needs and aspirations.</li> <li>• Develop and refresh the Third Party Reporting centres in Eilean Siar.</li> <li>• With partners, pilot the 'Keep Safe- I Am Me' scheme in Eilean Siar along with other preventative initiatives.</li> </ul>
<b>Preventions and Interventions</b>	To improve outcomes for individuals and communities and reduce offending through prevention, early intervention and diversion.	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.
<b>Young People</b>	To develop our relationship with and empower children and young people to have a voice in their communities.	<ul style="list-style-type: none"> <li>• Police Scotland Youth Volunteers- continue with recruitment of youth and adult volunteers.</li> <li>• We will refresh our school liaison work and ensure that School Liaison officers are engaged with local schools and young people.</li> <li>• With partners, support the development of work in relation to the young LGBTi community in our schools and youth settings.</li> <li>• Develop our relationship with youth councils.</li> </ul>

#### 4. Local Policing Arrangements

We aim to deliver policing that is visible, accessible and responsive to the needs of the people of Eilean Siar. We recognise the unique geography of Eilean Siar 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.

Eilean Siar has its 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.

In Eilean Siar, the scrutiny of local Policing is undertaken by the Environmental and Protective Services Committee. The committee is responsible for monitoring the policing performance against the agreed Local Policing Plan and holding the Local Policing Commander to account against the plan.

The Police report to the Committee every alternate meeting and the Local Area Commander will provide progress reports against the Policing Plan and any other relevant information to enable the committee to perform its Scrutiny role.

The minutes of the committee meetings and the submitted reports can be viewed on the Comhairle Nan Eilean Siar website.

The Local Police Inspector 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.