



**Northern
Constabulary**

Protect and Serve *Dian is Gaidich*



09 | 10

PUBLIC PERFORMANCE REPORT

excellence in community policing





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SECTION 1

NORTHERN CONSTABULARY
FORCE EXECUTIVE OVERVIEW

*“Crime has been reduced by over
18% during the past 3 years”*





CHIEF CONSTABLE'S FOREWORD

Ian J Latimer, QPM MA
Chief Constable



Ladies and Gentlemen,

I have pleasure in presenting Northern Constabulary's Public Performance Report for 2009/10, my 9th report as Chief Constable.

This Public Performance Report demonstrates that Northern Constabulary has made a significant contribution towards maintaining the Highlands and Islands of Scotland as a safe and welcoming place to live, work and visit. This contribution has been positively reflected within the statistics, with crime decreasing by 12% against the previous year. This equates to nearly 2000 fewer victims of crime. The Force detection rates remain high, with the overall detection rate for class 1 to 5 crimes at 62.2%. The detection of serious crimes against the person reached 92.4%, with Northern Constabulary having one of the highest detection rates in Scotland.

Vandalism is frequently raised as a concern for communities, so it is pleasing to note that incidents of vandalisms, together with fire-raising, fell by 12% across the Force area, coupled with increased detection rates. The commendable results across the Force area are as a result of the dedication and commitment of our officers and staff and the continued support of our communities and partners.

A Best Value Review of Shared Services commenced in February 2010 and the team will now work with our four Constituent Authorities and local partners to develop proposals for leaner and more cost effective support structures. This work is comprehensive and will be progressed throughout the coming year to collate the required core data and material which will enable the review to identify and shape recommendations for service improvement. Continuous

improvement is part of the Force culture, and to a large extent serves to make us the successful Force we are.

It is a key priority of mine to ensure that the Force remains in the best possible financial position to meet the challenges ahead in the coming years. The proposed reduction of public spending by 25% over the next 4 years will have an unprecedented impact on public services, although to some extent, the picture will not be clear in Scotland until autumn 2010.

We are already very efficient as a small Force, with many cost and process efficiencies achieved in recent years, which with the support of our communities and the Northern Joint Police Board have largely been re-invested in visible, localised policing. Whilst the level of cuts will impact considerably on the Force, Northern Constabulary is in a significantly better position to manage this huge challenge, due to the restructuring and efficiencies achieved through the Force Review and ongoing planning and work within the Best Value Review of Shared Services.

I would like to take this opportunity to thank police officers, police staff, members of the Northern Joint Police Board and our partner agencies for their support in helping to progress the Force's aims and objectives over the past year. The continued commitment and professionalism has helped to maintain a service that remains visible, accessible and responsive to the needs of our communities. I look forward to building on this years positive performance as we work together to address the challenges of 2010 and beyond.

Ian J Latimer, QPM MA
Chief Constable



CONVENER'S REPORT

Mr Norman M Macleod
Convener



Ladies and Gentlemen,

As Convener of Northern Joint Police Board, I am pleased to be able to report on Northern Constabulary's performance throughout 2009/10. The Force statistics show that levels of crime have continued to be reduced, whilst excellent detection rates have been sustained. This is a credit to the dedication and commitment of officers and police staff across the Force.

Throughout the last year there have been a number of significant programmes of work carried out on the Force estate, in particular, the redevelopment of Nairn and Stornoway Police Stations. Both the Board and the Force are committed to continually improving services and reflecting the needs and views of the communities in which we serve. Throughout these challenging times of change and economic uncertainty, Northern Constabulary has proved to be very cost effective, evidencing best value and the commitment to provide the highest possible level of service we can achieve.

As a result of the Force Review Programme, forward planning and restructuring has created a significant shift in resources into front-line policing, with the capacity to deploy specialist resources on demand and concentrate police resources at core times.

During 2009, a joint inspection was carried out by Audit Scotland and Her Majesty's Inspectorate of Constabulary for Scotland on Best Value. The report highlighted that there was strong evidence of effective scrutiny and challenge from the Board, with Members influencing and helping to set the strategic priorities for the Force. Although this was a

very positive report we cannot be complacent and we must continue to strive towards improvements which will ensure continued best value and best practice.

Northern Constabulary introduced the Force Pledge in early 2010. This is an effective method by which the Force's commitment to a set of both local and national standards for levels of service can be publicly demonstrated. It also informs members of the public of the levels of service they can expect to receive from the police, wherever they live.

I would like to thank the Members of the Board for their contribution, providing active engagement to ensure accountability, even in the remotest parts of the Force. Northern Constabulary is a smaller Force, successfully policing the largest geographical area in the UK, with low levels of crime and amongst the highest detection rates in Scotland. This shows that a small Force, with a strong focus on improvement and a commitment to community policing, can be very effective in responding to current policing challenges.

We must continue to work together and strive towards improvements which will ensure best value and best practice. We fully support the Chief Constable and his team and have every confidence in the Force being very well placed to meet all the challenges facing policing services over the coming years.

Mr Norman M Macleod
Convener



NORTHERN JOINT POLICE BOARD OVERVIEW

Northern Joint Police Board is the police authority for the area covered by Northern Constabulary. Its members are councillors appointed by the four Constituent Authorities within the Force area (Highland Council, Orkney Islands Council, Shetland Islands Council and Comhairle nan Eilean Siar/ Western Isles Council).

The Board generally meets four times per year to receive reports on policing activities and developments, scrutinise the performance of the Constabulary and hold the Chief Constable to account, discuss matters of interest or concern and agree and monitor the budget.

The Board also has a number of sub-committees and working groups which include:-

- Audit Working Group
- Complaints Working Group
- Finance and Policy Working Group
- Independent Custody Visiting Sub-Committee
- Northern Joint Police Board and Police Staff Association Liaison Group
- Police Staff Appeals Sub-Committees

Board Members also serve on Northern Constabulary Groups, such as the Diversity Progress Group, Best Value Programme Board and Housing Management Review Team. The Convener sits on the Scottish Police Authorities Conveners' Forum for Scotland and the Vice Convener is a member of the national Police Negotiating Body.

During 2009/10 the Board was subject to a Best Value Review by Her Majesty's Inspectorate of Constabulary for Scotland and Audit Scotland. The Review concluded that the Board:-

- has a strong awareness of its role, and is effective in its strategic oversight and scrutiny of the performance of the Force and in holding the Chief Constable to account;
- has a close connection to Community Planning Partnerships and the Single Outcome Agreement targets relevant to policing;
- has good working relationships with the Chief Constable and the Force, and an effective partnership with them in achieving best value;
- ensures that policing priorities focus on the needs of local communities.

However, the report also identified a number of areas for improvement including performance monitoring, risk management and equalities. The Board has accepted the recommendations in full and agreed an Improvement Plan to ensure that it continues to make progress.

During the past year a number of improvements were delivered:-

- Introduction of webcasting for Board meetings.
- Introduction of role descriptions for Members and completion of a training needs analysis.
- Publication of Equalities Duties Reports and Single Equalities Scheme.
- Improved budget planning with the Board's Constituent Authorities.
- Improved scrutiny of outcomes delivered as part of Single Outcome Agreements with Constituent Authorities.

Further information can be obtained from:
www.highland.gov.uk/yourcouncil/committees/jointboards/northernjointpoliceboard/



FORCE EXECUTIVE

THE FORCE EXECUTIVE

The Chief Constable is assisted in managing the operational activities of Northern Constabulary by Mr Garry Sutherland, Deputy Chief Constable, Chief Superintendent Bruce Duncan, Head of Operations and Chief Superintendent Andy Cowie, Head of Support Services.

EXECUTIVE ADVISORY GROUP

In addition to the four Executive Officers, Mrs Elaine Ward, Director of Finance and Asset Management and Ms Andrea Sillars, Director of Human Resources, manage a range of professional and administrative functions that support the efficient and effective delivery of Northern Constabulary's core services. These six individuals comprise the Executive Advisory Group.

The Executive Advisory Group operates to review matters of strategic concern that may impact upon the operational and managerial capabilities of Northern Constabulary. The Group ensures that Northern Constabulary is appropriately placed and resourced to address all strategic issues.



**Chief Constable
Ian J Latimer, QPM MA**



**Deputy Chief Constable
Garry Sutherland, MA**



**Chief Superintendent
Bruce Duncan**



**Director of Finance and Asset
Management
Elaine Ward, BSc(Hons) CPFA**



**Chief Superintendent
Andy Cowie, MA(Hons) MBA**



**Director of Human Resources
Andrea Sillars, BA(Hons) MSc FCIPD**



STRATEGIC PRIORITIES

FORCE VISION

Excellence in Community Policing

FORCE GOAL

To make a positive contribution to the wellbeing of the Highlands and Islands through a problem solving approach to community policing

OUR VALUES

Northern Constabulary will:

- Discharge our duties with honesty and integrity
- Provide visible, accessible and responsive services, which meet the needs of our communities
- Be fully committed to partnership working
- Act fairly, impartially and without prejudice
- Perform our duties in an open and transparent manner and be open to scrutiny
- Provide excellent services that meet the needs and informed expectations of our customers
- Ensure integrity and professional standards are given the highest priority

OUR PEOPLE

Our Staff will:

- Embrace change, promote diversity and equality of opportunity for all staff
- Implement an ethical approach to service delivery and act with integrity
- Work to improve the performance of our organisation
- Provide effective leadership
- Invest in our people
- Operate robust performance management systems
- Continuously improve all areas of our service delivery



STRATEGIC PRIORITIES

FOR 2009/10 OUR STRATEGIC PRIORITIES WERE:

Reduction of Crime

by working with our strategic partners, including communities, to prevent crime by addressing the causes of crime as well as actual incidents of crime.

Tackling Serious Crime

by investigating all aspects of a crime to address the needs of victims, witnesses and offenders. We will work efficiently and effectively to increase the level of crime detection and the number of serious offenders brought to justice.

Promoting Safer Roads

by being proactive in our efforts to ensure that everyone feels safe and secure. We will proactively work to make our roads safer, reducing road accidents and casualties, while working productively with key partners to improve road safety and public education.

Developing Stronger, Safer Communities

by responding to all relevant incidents, such as major road accidents and anti-social behaviour. Criminal disruption of business and quality of life within local communities will not be considered acceptable. We will work to protect and preserve individual safety, reduce fear, prejudice and injustice.

Maintaining Public Order

by managing organisational and operational risks, implementing best practice in terms of business continuity and operating as a Best Value public service.

Modernising Our Services

by streamlining business processes and reducing bureaucracy. We will continue to drive improvements in quality of service and efficiency to meet the Scottish Government's Best Value and Modernisation directives and guidance.

Developing Our People and Becoming an Employer of Choice

by ensuring staff are highly motivated, developed and supported to achieve the highest professional standards and to deliver the highest quality of service to our communities. We will continue to engage with, develop and support all our staff to sustain our excellent performance and remain an employer of choice.





FINANCE & ASSET MANAGEMENT

During 2009/2010 the Finance and Asset Management Service Unit undertook a number of significant work programmes.

The Unit continued to maintain and enhance the considerable operational estate with the completion of the custody suite extension at Burnett Road Police Station in Inverness, a new build facility in Nairn and significant progress was made towards completion of the large scale redevelopment of Stornoway Police Station. In addition, work commenced on a new build facility at Glencoe.

2009/2010 also saw the Force working closely with other agencies – Highland Council & the Scottish Ambulance Service – to provide shared facilities and this will be built upon as we move forward in 2010/2011.

In preparation for the budgetary challenges in the years ahead, the Finance Unit led on a Force-wide efficiency scrutiny exercise. This exercise sought to identify areas where savings could be generated and will continue for the foreseeable future, in conjunction with the ongoing Best Value Review of Shared Services.

The Finance and Asset Management Service Unit will continue to work to improve the operational assets of the Force, but recognise the increasing financial constraints which the entire public sector will be facing. We will examine innovative ways of providing a service at reduced cost with minimal impact on service delivery.



HUMAN RESOURCES OVERVIEW

Throughout 2009/10 the Human Resources Service Unit has been working to deliver on a number of Organisational Development Objectives.

One of the main achievements in the previous year was the significant increase in police officer numbers. This was maintained during 2009/10 with over 800 officers in post at the end of the financial year.

A significant priority was further development of our people management policies, in line with our commitment to Investors in People. A major training programme was completed, training all supervisors in the new Performance and Development Review process. This is a new national appraisal system which utilises our computerised human resource system SCoPE. This training provided an opportunity to refresh line managers on their responsibilities in relation to performance management and the development of staff.

Another area that had been identified for development was the Special Constabulary. During 2009/10 a new streamlined recruitment process was introduced, along with a new central induction programme. This was very highly evaluated by attendees and received very positive press coverage.

Staff health and wellbeing remains high on the agenda and this was demonstrated by the achievement of the Scotland's Healthy Working Lives Gold Award for Police Headquarters.



CORPORATE SERVICES OVERVIEW

Corporate Services is led by a Superintendent, who has responsibility for the Force Operations Centre, Force Information Management, Policy and Co-ordination, Business Management, Firearms Licensing and Scottish Police Services Authority (SPSA) Liaison.

Throughout 2009/10 there have been significant changes within the Service Unit, particularly with the merging of Corporate Services and Administration Services, and the creation of a Business Management Unit for Police Headquarters. This work was undertaken in an effort to further streamline Headquarters' functions and generate efficiency savings for the Force.

Large cost efficiencies have also been achieved, through a move to multi-functional IT and communications devices. This work was undertaken by the IT Partner Manager and has removed the requirement for printers, faxes, photocopiers and scanners to be in every office. A small number of multi-functional devices covering all these functions are now available per building. This programme is being rolled out throughout the Force area.

The Force Information Management Unit has also been undergoing some re-structuring and during 2009 the Unit was relocated into a purpose built facility. This has helped with the integration of the range of service provided, enabling a more efficient service to be delivered.

The Single Equality Scheme was progressed throughout the last year and is now published on the Force website. This scheme brings together our priorities under the Race, Gender and Disability Duties and extends our actions into the protected areas of gender identity, religion/belief, age and sexual orientation. Annual reports will commence in June 2010.



SECTION 2

NORTHERN CONSTABULARY
OPERATIONAL POLICING OVERVIEW

“Class 1 - 5 crimes have decreased by 12% against the previous year”





CENTRAL DIVISION

INTRODUCTION

Each of the three Area Commands within Central Division: Ross and Cromarty, Lochaber, Skye and Lochalsh, and Western Isles, has experienced an exceptional period of success over the last year, securing a commendable detection rate of 63.9% and a significant decrease in all classes of crime. Crucially crimes of anti-social behaviour, which tend to blight our local communities, fell by 19%.

There can be little doubt that the combination of increased police resources, new variable shift arrangements and the dedication of all our staff has contributed to a successful policing year. This was complemented by the excellent work undertaken by the Divisional Resource Teams in the Proactive, Public Protection, National Intelligence and Business Management Units.

The police officers and staff of Central Division, whether based in a more rural or urban setting, are dedicated to maintaining a high level of success and ensuring their primary objective is to provide reassurance to all of the communities we serve.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

All three Area Commands working alongside Headquarters Crime Services achieved excellent success against individuals supplying Class A and B drugs, with significant custodial sentences being handed out by the Court Service. Over a three month period in Ross and Cromarty seizures of cocaine were made with a street value of over £600,000. Allied to the successful operations against these organised crime groups, the Division carried out many complex serious criminal enquiries, achieving a splendid detection rate of 96.9%.

Western Isles again achieved an overall detection rate of over 71% for Class 1 – 5 crimes and, in particular, saw a 30% drop in crimes of dishonesty within the Area Command. A detection rate of 57% was attained in a particularly difficult area to detect: vandalism and fireraising offences.

Lochaber, Skye and Lochalsh achieved a 29% decrease in recorded anti-social behaviour crimes, benefiting from local partnership initiatives such as 'Pubsafe' and 'Street Football'.

During 2009 the Skye and Lochalsh area was hit by two separate series of multiple dishonesties (housebreaking and sneak-in thefts). Dedicated investigation by local officers resulted in the arrest of an individual and the recovery of property which had been stolen. The individual was sentenced to five years imprisonment.

Across the whole Division there was considerable success in road safety measures resulting in an excellent decrease in the overall number of collisions and casualties. This has been achieved jointly with officers from the Road Policing Unit, targeting known offenders for disqualified driving and drink driving.

LOCAL INITIATIVES

There have been numerous local initiatives across the three Area Commands throughout 2009/10, examples of which are as follows:-

- The introduction of Community Response Teams has helped to directly tackle the concerns of the local communities within Ross and Cromarty. It has shown substantial success in reducing low level crimes of anti-social behaviour and violence. These teams operate in conjunction with the Divisional Proactive Team and day-to-day response officers.
- In Lochaber the partnership success of 'Pubsafe' and 'Street Football' has dramatically reduced low level violence on the streets. In the Western Isles, consistent weekend operations working with young people in the town centre has delivered real achievements in halting the abuse of alcohol by young people.

All of the above are a great credit to police officers and staff, but it must not be forgotten that much of our success depends on the support and significant contributions made by the communities we serve. I have no doubt that 2010/11 will show continued operational and managerial success for Central Division.

Superintendent John Darcy
Divisional Commander





EAST DIVISION

INTRODUCTION

East Division serves the communities of Inverness, Badenoch, Strathspey and Nairn, policing both urban and rural communities. The Division is a busy and thriving area, which attracts large numbers of people both to visit and live in the area. The Division must be responsive to serious incidents which can occur, whilst maintaining close contact with a range of diverse communities and their day to day concerns. We strive to achieve these aims in the following ways:-

- Partnership working and community liaison
- Proactive policing based on analysis of crime trends and intelligence
- Planning and management of public events
- Advising on how to minimise the risk of crime and disorder

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

The period from April 2009 to March 2010 has seen a significant reduction in reported crimes within the Division in comparison with the same period last year, with a reduction in Class 1 – 5 crime by 17.3%. The Division's performance in these crime classes was as follows:-

- Serious and violent crime (Class 1) decreased by 21.4%
- Crimes Involving Indecency (Class 2) decreased by 38.3%
- Crimes of Dishonesty (Class 3) decreased by 16.3%
- Vandalism (Class 4) decreased by 18%
- Other Crimes (Class 5) decreased by 15.9%

Between April 2009 and March 2010, there were 70 recorded offences for supply and possession with intent to supply Class A drugs and intelligence continues to be gathered to assist with future enforcement. With regards to serious violent crime the Division met the Force objective to 'reduce the incidence of Serious Violent Crimes by 1% by the end of 2009/10 compared with 2008/09'.

Road safety is a high priority, as a number of key roads in the Highlands run through the Division. The Force target was met to 'reduce the number of people killed or seriously injured as a result of road accidents by 40% throughout 2009/10, compared with the mean for the period 1994-1998'. The

Division also met the target to 'increase the number of drug drivers caught by 10% by the end of 2009/10 compared with 2008/09' and drink drivers continue to be targeted. Targeted patrols continue with emphasis remaining on the A9, A96, A82 and A862 trunk roads. The Division also continues to participate in Association of Chief Police Officers Scotland (ACPOS) Safer Road Campaigns.

LOCAL INITIATIVES

Partnership work is undertaken with a number of different agencies including NHS Highland, Highlands and Islands Fire and Rescue Service (HIFRS), the Highland Council and the Licensing Board, to name but a few. Also worthy of note is the work carried out by officers in respect of co-ordination of mountain rescue incidents, youth work, Street Pastor liaison, Pub Watch Schemes, CCTV, liaison with the Highland Council Anti-social Behaviour Team and educational visits to local schools and community groups, all of which are directed at making our communities safer.

Notable initiatives in East Division include:-

- Operations Magma and Mexican, which targeted anti-social behaviour and underage drinking in Badenoch, Strathspey and Nairn throughout 2009.
- Operation Respect, which ran in Inverness city centre over the festive period 2009/10, in collaboration with a number of agencies. The aim of the operation was to maximise public safety and enjoyment through prevention and enforcement activities.
- Youth initiatives such as 'Blue Light Discos' and 'Twilight Sports'. These partnership events contain an educational element and encourage youngsters to make friends and socialise in a way that does not involve inappropriate behaviour. These activities divert youngsters away from offending, encourage them to make friends with youngsters from throughout the local area, boost their confidence and foster better community feeling.

Superintendent Ian Arnott
Divisional Commander





NORTH DIVISION

INTRODUCTION

This year has seen a new management team build on the solid foundations laid during 2008/09. New police officers and police staff have been brought into the Division and enthusiasm and commitment to perform is very high. The three Area Commands: Shetland, Orkney, Caithness, Sutherland and East Ross have retained their unique identity, whilst working closer together as one unit for the benefit of the local communities.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

Overall crime fell in Shetland and Orkney but rose slightly in Caithness Sutherland and East Ross. The Divisional detection rate improved by 3.3% this year and is now at 62.8%, which is above the Force average. It was very pleasing to note that performance improved by 6.2% in Orkney and 8% in Caithness Sutherland and East Ross. The Divisional Management Team continues to monitor our local performance against our corporate strategic objectives to ensure we get the most from our resources.

We are very fortunate that serious crimes are very rare in the Highlands and Islands, but with the murder in Sanday, media attention turned to the Orkney Isles for a significant period over summer 2009. Two individuals were convicted in connection with this crime, one person found guilty of murder and another of culpable homicide. Although these convictions can not change the events, they may have helped in a small way to allow the people of Sanday to return to some form of normality.

We should not forget that the level of crime is low and we do live in a safe area. I believe that there is the capacity and the experience within the Division to increase our performance further in the coming year by reducing crime, detecting more crime when it does happen and also to make people feel safer within their community.

LOCAL INITIATIVES

We have regularly attended Community Councils, Ward Forums and other recognised community meetings to seek out and listen to community concerns. Our Public Protection and National Intelligence Unit has worked hard to turn these issues into tangible outcomes by delivering policing to meet these local concerns. We have implemented Community Response Teams which have been proactive in responding to local issues. This focus is starting to improve public visibility in local communities and address anti-social behaviour and driving. There will be a great emphasis on this type of proactive, co-ordinated activity throughout the next year.

We have continued to address anti-social behaviour in public space and residential premises to improve the quality of life for many residents. We have worked hard to reduce the supply of alcohol to young people and address their vulnerability. We have invested greater time and energy with partners to protect children and to manage offenders to prevent serious crime. Despite our success against drug dealers, particularly in Shetland, we will not tire in our pursuit of them. If people are dealing controlled drugs the message is clear: they will be targeted and they will be caught. There remains scope, in all of these areas, to extend our partnership working across the Division.

I recognise and acknowledge the high level of public support we receive and the contribution by partner organisations, without which that none of the above could happen.

We have an enthusiastic team within the Division who are proud to serve here and I promise we will continue to work hard to reduce crime, support victims and solve even more of the reported crime. Challenges still remain, but I am confident that progress and improvement will continue.

Superintendent Julian Innes
Divisional Commander





CRIME SERVICES

INTRODUCTION

Headquarters Crime Services comprises a number of specialist business areas focusing on the investigation of and support to serious crime. Management of the Unit is effected by a Detective Superintendent who operates as Head of Crime for the Force, supported by two Detective Chief Inspectors and four Detective Inspectors. The business areas within the Crime Services are:-

- Crime Operations
- Investigative Support
- Special Operations
- Public Protection

All the business areas have been developed to provide specialist support functions to the Force and are utilised on a daily basis to deliver advice, guidance and resource assistance to Divisional policing. The most obvious utilisation of the Unit's function is during major crime investigations, when the Service Unit staff resources are harnessed in reinforcing Divisional responses for serious or complex investigations.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

During 2009/10 the Service Unit continued to fulfil its role in tackling major crime, disrupting the illegal supply of controlled drugs, investigating crimes against children and contributing to the national strategy to combat terrorism.

- Investigative Support has assisted Divisions throughout the Force with the investigation of numerous major crime and complex enquiries including murder, complex fraud, cross-border wildlife crime, as well as many other serious incidents.
- The Crime Operations Group has progressed a number of operations into organised crime groups within the Force area, effecting significant drug seizures and the arrest of over 41 persons for drug trafficking offences, as well as seizing assets and cash to the value of £676,000 and illicit drugs with a street value exceeding £1.25 million.

- Special Operations includes Special Branch which continues to fulfil its responsibilities in relation to national security issues, in partnership with colleagues in the regional Counter Terrorist Intelligence Units and Security Service. A number of national strategies to combat terrorism have seen officers briefing a wide range of partners, including delivering local authority briefings throughout the Force area. The effective use of intelligence by this Unit, from a variety of sources, has under-pinned a great deal of the work carried out and produced positive outcomes, whilst being very cost effective.
- Public Protection continues to deliver on their strategic priorities in this ever increasing and demanding area of business. The Unit has investigated and assisted Divisions throughout the Force with the investigation of offences against children and other serious sex crimes. The Unit continues to deliver training with partner agencies in a wide range of areas, including the sex offence liaison officers' course and in the new legislation covering adult support and protection. This resource plays a key role in the corporate approach to sex offender registration and monitoring.

LOCAL ACHIEVEMENTS

Following the successful 'Getting It Right for Every Child' (GIRFEC) Pathfinder Project, the Public Protection Unit has further developed this with partner agencies and created a process which combines both Multi-Agency Public Protection Arrangements (MAPP) and GIRFEC principles, to monitor and ensure the needs of high risk juvenile sex offenders are addressed from both the child's need and that of protecting the public. A report has been submitted to the Scottish Government regarding this and funding has been secured to enable a pilot project to be run within Northern Constabulary, with a view to this being adopted as best practice nationally.

The Investigative Support Unit has civilianized the computer forensic and financial investigation capabilities. This programme has had cost efficiency savings of approximately £72,000 for the Force and released four experienced officers to be re-deployed to operational duties. This adheres to the Force's strategic principles of best value and civilianization of roles returning officers to core policing duties.



OPERATIONAL SUPPORT

INTRODUCTION

Operational Support is headed by a Chief Inspector, who joined the team in July 2009, and is supported by three Inspectors from its Planning, Road Policing and Tactical Support Units, all specialists in these critical areas.

Specific responsibilities comprise the following:-

Planning Unit:

- Emergency Planning
- Operational Planning (including Resource Management)
- Civil Contingencies

Road Policing Unit:

- Road Policing (including Armed Response Crews)
- Road Safety
- Road Collision Investigation
- Northern Safety Camera Partnership (NSCP)

Tactical Support Unit:

- Firearms Section
- Dog Section
- Search/ Public Order/ Chemical, Biological, Radiological and Nuclear (CBRN) support

Sections from these Units operate at a variety of locations, from Tain in Easter Ross, to Dingwall and Inverness, providing daily support to policing operations across the entire Force area.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

Safer Roads

Road safety is a major priority for the Force, to help make the Highlands and Islands a safe place for residents and visitors who come to enjoy our spectacular scenery, highland culture and rural locations. Inappropriate speed, lack of familiarity and winter weather combine to present the major risks to drivers in our area. Despite these risks and a continued increase in traffic, our road casualty figures have continued to fall and the Force has already exceeded the UK national 2010 casualty reduction targets.

With the publication of the Scottish Government's "Road Safety Framework to 2020", in 2009 we have been set challenging casualty reduction targets, with milestone targets for 2015. We are committed to our existing approach which focuses on recognised and innovative ways to educate drivers to change their behaviour, backed up by appropriate enforcement activity.

The Framework has been used as the basis for a detailed multi-agency 2010-12 Highland Road Safety Action Plan, which considers each of the priorities using engineering, enforcement, education and encouragement options. Updates on progress against each action is provided to the Strategic Partnership Group. This Action Plan has been shared with each of the three Island Local Authority Road Safety teams, to be considered in the planning and delivery of their tailored priorities and actions.

Safer, Stronger Communities

In April 2009, following the outbreak of Pandemic Influenza A H1N1, more familiar as Mexican Swine flu, the Planning Unit helped co-ordinate the Highlands and Islands multi-agency response and developed Force resilience against the threat of large numbers of police officer and staff absences. Information was provided to our staff and along with partner agencies, communicated to the public across the Highlands & Islands, focusing on how they could best protect themselves. Our Planning Unit staff chaired meetings of public bodies across the four regions and shared critical information on the progress of the disease, liaising with Scottish Government to ensure the Highlands and Islands interests were properly represented. Fortunately, the impact of the pandemic proved to be less severe in its scale than initially predicted.

LOCAL ACHIEVEMENTS

MFR-Bikesafe

An example of one nationally recognised initiative is MFR-Bikesafe which is a motorcycle road safety campaign. It's the first time in the North that a police force, radio station, motorcycle retailer, Scottish Ambulance Service and motorcycle training school have joined together to promote rider safety in an informal and interactive way. In its first year, in 2009, it followed the experiences of three bikers, each a well-known radio broadcast personality at Moray Firth Radio, with varying degrees of motorcycle experience. The campaign was recognised with a Prince Michael of Kent Road Safety Commendation.

Other local and national initiatives will continue throughout 2010-11, tailored to contribute to achieving our targets in the Highlands and Islands.

SECTION 3

NORTHERN CONSTABULARY STATISTICS

*“During 2009/10, 62.2% of class
1 - 5 crimes were detected”*

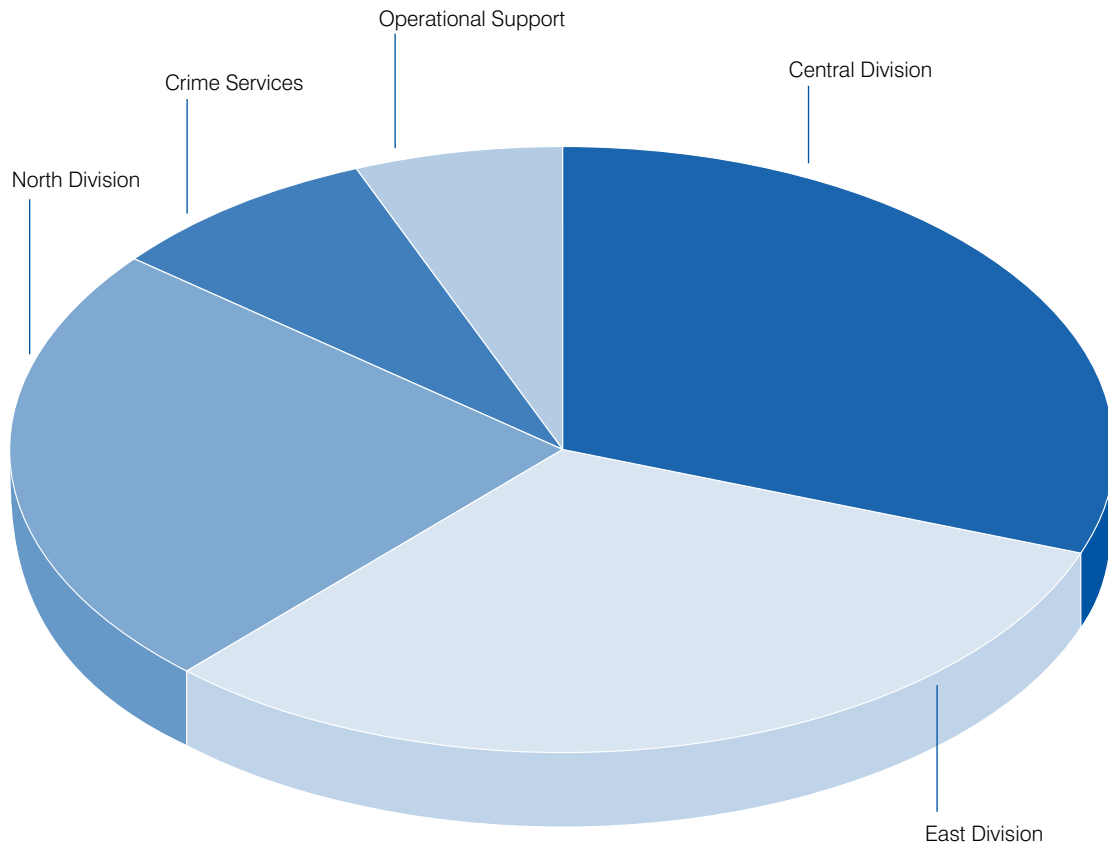




NET OPERATIONAL BUDGET

A statement of financial accounts is available to members of the public, relating to the running of Northern Constabulary during the financial year 2009/10.

This information can be accessed on the Northern Constabulary website at www.northern.police.uk



	Central Division	£ 12,373,020
	East Division	£ 12,624,937
	North Division	£ 9,700,997
	Crime Services	£ 3,196,078
	Operational Support	£ 2,406,705



STATISTICAL HIGHLIGHTS FOR 2009/10

- 1. The number of reported crimes and offences has reduced by 12.2% in Class 1 to 5 crimes.*
- 2. There has been an overall reduction of 14.9% in recorded anti-social community crimes.*
- 3. There has been an overall reduction in the level of youth crime, class 1 to 6, by 8.4%.*
- 4. Class 1 - Crimes of Violence are down by 10.2%, resulting in 52 fewer victims.*
- 5. Class 2 - Sexual Crimes are down by 25%, resulting in 107 fewer victims.*
- 6. Class 3 - Crimes of Dishonesty are down by 9.5%, resulting in 566 fewer victims.*
- 7. Class 4 - Vandalism and Crimes Against Property are down by 11.9%, resulting in 598 fewer victims.*
- 8. Class 5 - Other Crimes including drugs are down by 15.3%, resulting in 642 fewer crimes.*



STATISTICS

PUBLIC REASSURANCE & COMMUNITY SAFETY

Number of Recorded Crimes and Offences and Detection Rates

CRIMES & OFFENCES	RECORDED CRIMES - RC DETECTION RATE - DR	CENTRAL			EAST		NORTH			FORCE TOTALS	FORCE 3 YEAR AVERAGE
		Lochaber, Skye & Lochalsh	Ross & Cromarty	Western Isles	Badenoch, Strathspey & Nairn	Inverness	Caithness, Sutherland & East Ross	Orkney	Shetland		
CLASS 1 NON SEXUAL CRIMES AGAINST THE PERSON	RC	55	72	36	34	161	58	25	18	459	544
	DR %	94.5	97.2	100.0	91.2	85.7	98.3	92.0	94.4	92.4	92.4
CLASS 2 CRIMES INVOLVING INDECENCY	RC	29	58	20	21	100	40	18	35	321	422
	DR %	89.7	77.6	85.0	90.5	78.0	92.5	94.4	85.7	83.8	81.4
CLASS 3 CRIMES INVOLVING DISHONESTY	RC	507	691	202	422	2,348	652	219	370	5,411	5,918
	DR %	40.0	49.9	62.4	53.8	48.9	47.4	68.5	68.9	51.0	54.2
CLASS 4 FIRE RAISING, VANDALISM ETC	RC	383	750	244	283	1,336	951	197	270	4,414	5,214
	DR %	41.0	45.2	57.0	50.9	29.7	47.0	44.2	41.5	41.3	41.1
CLASS 1-4 TOTALS	RC	974	1,571	502	760	3,945	1,701	459	693	10,605	12,099
	DR%	45.0	50.9	63.3	55.4	44.6	50.0	60.3	59.7	49.8	51.2
CLASS 5 OTHER CRIMES	RC	292	658	140	323	1,453	443	84	154	3,547	4,410
	DR %	100.0	99.7	100.0	99.1	99.2	99.5	100.0	100.0	99.5	98.7
CLASS 1-5 TOTALS	RC	1,266	2,229	642	1,083	5,398	2,144	543	847	14,152	16,509
	DR%	57.7	65.3	71.3	68.4	59.3	60.2	66.5	67.1	62.2	63.9
CLASS 6 MISCELLANEOUS OFFENCES	RC	932	1,484	734	877	3,711	1,408	399	460	10,005	11,679
	DR %	92.7	92.7	93.6	97.1	89.7	93.5	92.0	92.8	92.1	92.2
CLASS 7 ROAD TRAFFIC OFFENCES	RC	1,393	2,463	633	5,528	5,407	1,509	648	521	18,102	18,010
	DR %	99.1	98.9	98.9	99.7	99.1	98.0	97.7	98.8	99.1	99.6
OVERALL TOTALS	RC	3,591	6,176	2,009	7,488	14,516	5,061	1,590	1,828	42,259	46,199
	DR %	82.8	85.3	88.2	94.9	81.9	80.7	85.6	82.6	85.1	85.0

Comment / Context. In line with national trends overall crime is reducing within the Force area. The number of reported crimes and offences has reduced by 9.8% in class 1 to 7 crimes/offences between 2008/9 and 2009/10. Furthermore, there is a continued reduction in the 3 year average.

For further statistical and more detailed information, including the Scottish Policing Performance Framework, please refer to the Northern Constabulary website at www.northern.police.uk



STATISTICS

PUBLIC REASSURANCE & COMMUNITY SAFETY

Number of Racist Incidents, Racially Motivated Crimes and Offences and Detection Rates

CRIMES & OFFENCES	2009/10
RACIST INCIDENTS	117
RACIALLY MOTIVATED CRIMES RECORDED	86
RACIALLY MOTIVATED CRIMES DETECTED	66
DETECTION RATE	76.7%

Racially Motivated Crimes include the direct charges of racially aggravated conduct and harassment along with other crimes or offences which have been perceived as racially motivated by the victim.

Number of Persons Killed or Injured in Road Accidents

	2009/10
ADULTS KILLED	31
ADULTS SERIOUSLY INJURED	120
ADULTS SLIGHTLY INJURED	776
CHILDREN KILLED	2
CHILDREN SERIOUSLY INJURED	9
CHILDREN SLIGHTLY INJURED	55

Children are identified as those who are below 16 years of age.

Comment / Context. *There is an overall reduction between 2008/09 and 2009/10 in the number of people being injured as a result of road accidents.*



STATISTICS

SERVICE RESPONSE

Complaints About Police Officers and Police Staff

	2009/10
NUMBER OF COMPLAINTS RECEIVED	242
TOTAL NUMBER OF INCIDENTS	132,635
COMPLAINTS PER 10,000 INCIDENTS RECORDED	18.2
NUMBER OF ALLEGATIONS ARISING FROM COMPLAINTS	433
NUMBER OF ALLEGATIONS WHERE ACTION IS TAKEN	97

SOUND GOVERNANCE AND EFFICIENCY

Numbers of Police Officers and Police Staff

POLICE OFFICERS	Full Time	Part Time	
	Headcount	Headcount	FTE
TOTAL IN FORCE	759	25	17.55
TEMPORARY SERVICE / SECONDMENT	16	-	-
CAREER BREAKS	5	-	-
MATERNITY ADOPTION LEAVE	4	4	1.7
TOTAL NUMBER	784	29	19.3
POLICE CADETS	12	-	-

As at 31 March 2010
FTE – Full Time Equivalent.

POLICE STAFF	Full Time	Part Time	
	Headcount	Headcount	FTE
TOTAL IN FORCE	286	117	57.3
TEMPORARY SERVICE / SECONDMENT	1	-	-
CAREER BREAKS	-	-	-
MATERNITY ADOPTION LEAVE	5	2	1.1
AGENCY / TEMPORARY STAFF	2	-	-
TOTAL NUMBER	294	119	58.4

Comment / Context. Last year there was a full and part time headcount of 784 Police Officers, 8 Police Cadets and 407 Police Staff.



STATISTICS

SOUND GOVERNANCE AND EFFICIENCY

Proportion of Working Time lost to Sickness Absence

POLICE OFFICERS	2009/10
TOTAL DAYS AVAILABLE	182,254
DAYS LOST	5,741
PERCENTAGE LOST	3.1%

POLICE STAFF	2009/10
TOTAL DAYS AVAILABLE	95,371
DAYS LOST	3,729
PERCENTAGE LOST	3.9%

Comment / Context. Over 2009/10 there has been a significant reduction in sickness absence within the Force.

Recorded Injuries to Police Officers and Police Staff

STAFF INJURIES	2009/10
TOTAL INCIDENTS	199
LOST TIME INCIDENTS	34
LOST DAYS	881

Staffing Profile by Declared Disability, Ethnicity and Gender

POLICE OFFICERS	2009/10
NUMBER OF OFFICERS	813
NUMBER WITH A DECLARED DISABILITY	N/R
NUMBER WITH NO DECLARED DISABILITY	N/R
PERCENTAGE WITH A DECLARED DISABILITY	N/R
NUMBER WHO HAVE DECLARED ETHNICITY AS WHITE	767
NUMBER WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	5
NUMBER WITH NO DECLARED ETHNICITY	41
PERCENTAGE WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	0.6%
NUMBER OF MALES	608
NUMBER OF FEMALES	205
PERCENTAGE OF FEMALES	25.2%

Figures are Headcount. N/R (Not Reported).



STATISTICS

SOUND GOVERNANCE AND EFFICIENCY

POLICE STAFF	2009/10
NUMBER OF POLICE STAFF	411*
NUMBER WITH A DECLARED DISABILITY	N/R
NUMBER WITH NO DECLARED DISABILITY	N/R
PERCENTAGE WITH A DECLARED DISABILITY	N/R
NUMBER WHO HAVE DECLARED ETHNICITY AS WHITE	399
NUMBER WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	3
NUMBER WITH NO DECLARED ETHNICITY	9
PERCENTAGE WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	0.7%
NUMBER OF MALES	105
NUMBER OF FEMALES	306
PERCENTAGE OF FEMALES	74.5%

Figures are Headcount. N/R (Not Reported).

* Does not include 2 Agency Staff or 12 Police Cadets.

Comment / Context. During 2009/10 a new personnel management system 'SCOPE' was introduced. The current package does not return self-declared disability information and this area of the system is currently under development. These statistics have been labelled as Not Reported (N/R) for 2009/10.

CONTEXT MEASURES

Context measures are not measures of performance, but are designed to provide contextual information of the demands on the Force and the environment in which staff operate.

Number of Telephone Calls and Incidents

	2009/10
TOTAL NUMBER OF 999 TELEPHONE CALLS	20,006
TOTAL NUMBER OF NON-EMERGENCY TELEPHONE CALLS	445,335
TOTAL NUMBER OF INCIDENTS	132,635

Number of Sudden Deaths Reported to the Procurator Fiscal

	2009/10
NUMBER OF DEATHS REPORTED TO THE PROCURATOR FISCAL	397



STATISTICS

CONTEXT MEASURES

Number of Missing Person Incidents

	2009/10
NUMBER OF MISSING PERSON INCIDENTS	1293

Number of Registered Sex Offenders

	2009/10
NUMBER OF REGISTERED SEX OFFENDERS IN THE FORCE AREA	176

Number of Domestic Abuse Incidents

	2009/10
NUMBER OF DOMESTIC ABUSE INCIDENTS	1,126
POPULATION IN FORCE AREA	287,470
NUMBER OF DOMESTIC ABUSE INCIDENTS PER 10,000 POPULATION	39.2

Number of Individuals Brought into Custody

	2009/10
NUMBER OF CUSTODIES (ARRESTED OR DETAINED)	10,675

Number of Freedom of Information (FOI) Requests and Questions

	2009/10
NUMBER OF FOI REQUESTS	623
NUMBER OF FOI QUESTIONS	1,978



Northern Constabulary

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