



**Northern
Constabulary**

Protect and Serve *Dion is Gaidich*



10|11

PUBLIC PERFORMANCE REPORT

excellence in community policing





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SECTION 1

NORTHERN CONSTABULARY FORCE EXECUTIVE OVERVIEW

“Crime has been reduced by over 14.5% during the last 3 years, that is a fall of 6180 crimes over the period”





CHIEF CONSTABLE'S FOREWORD



George Graham, BA (Hons)
Chief Constable

Ladies and Gentlemen,

I am delighted to have now taken up the post of Chief Constable of Northern Constabulary and I would like to welcome you to the annual report for 2010/11 which looks at how the Force has performed during the last financial year.

I can see that a huge amount of energy and work has gone into achieving the excellent results over the past year and for that I would like to thank each and every member of the Force for delivering such a positive performance.

This report demonstrates that Northern Constabulary continues to make a significant contribution towards maintaining the Highlands and Islands of Scotland as a safe and welcoming place to live, work and visit.

A detection rate of 62.8% across Class 1-5 Crimes is excellent by any standards and is one of the highest detection rates in the UK. Crimes are significantly down on last year (fewer victims across crime classes 1 to 5 and 3058 fewer crimes across all classes) showing that the downward trend continues. This sets a high standard to maintain over the coming years and it will be a challenge to us all, but one which I believe we can meet.

The proposed reduction of public spending over the next 4 years is likely to have an unprecedented impact on public services. Therefore, a key priority is to ensure that the Force remains in the best possible financial position in order to continue to deliver high quality community policing. We are a very effective and efficient Force and have already achieved many cost and process efficiencies which have been reinvested in visible, localised policing. During the past year a Best Value Review of Shared Services was conducted by the Force alongside our constituent authorities and local partners to develop additional proposals for leaner and more cost effective support structures. This work identified savings and opportunities for collaborative working

with partner agencies and we will be taking this forward over the forthcoming year.

With reference to the proposed restructuring within the Scottish Police Service any changes must be based upon solid evidence that they will deliver efficiencies and that the level of service to people across the Highlands and Islands will remain the same or be improved.

I would like to take this opportunity to thank police officers, police staff, and 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 would also like to formally record my appreciation for the professional support and commitment demonstrated by members of the Northern Joint Police Board, who along with the Clerk have made a significant contribution to the effectiveness of the policing services right across the Highlands and Islands. I look forward to building on this year's positive performance as we work together to address the challenges of this year and beyond.

George Graham, BA (Hons)
Chief Constable



CONVENER'S REPORT

Mr Norman M Macleod
Convener



Ladies and Gentlemen,

As Convener of the Northern Joint Police Board, I am pleased to be able to report on Northern Constabulary's performance throughout 2010/11. The figures for the Force are a credit to the dedication and commitment of officers and police staff and reflect the high level of public support for the Force. We have yet again seen a reduction in the levels of crime and have maintained our high detection rates.

Throughout the last year there have been a number of significant programmes of work carried out on the Force estate, in particular the purpose built Police stations at Glencoe and Nairn and the refurbishment and extension of Stornoway Police Station. Work is also underway to build a new Police facility in the Fort William area. Both the Board and the Force are committed to continually improving services and reflecting the needs and views of the communities 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.

As a result of the Force's Shared Service Best Value Review Programme with a number of partners, including our constituent authorities, we have been able to identify £3 million worth of additional savings. This has led to discussion on a number of shared service opportunities which will continue to allow the Force to concentrate on visible frontline operational policing.

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 agile Force, with a strong culture of improvement and a commitment to community policing, can be very effective in responding to current policing challenges.

The current review of the future structure of policing in Scotland could present a significant change in accountability and approach as to how policing is delivered within our local communities in the Highlands and Islands. We believe that Northern Constabulary should remain at the centre of the policing of Northern Scotland and any future model should not be progressed at the expense of the policing style and quality of service currently provided to the communities of the Highlands and Islands.

We must continue to work together and strive towards improvements which will ensure best value and best practice. I fully support the new Chief Constable and his team and the Board 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



FORCE EXECUTIVE

THE FORCE EXECUTIVE

The Chief Constable is assisted in managing the operational activities of Northern Constabulary by Mr Andy Cowie, Deputy Chief Constable, Temporary Chief Superintendent Ralph Noble, Head of Operations and Temporary Chief Superintendent Julian Innes, 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 its strategic issues.



Chief Constable
George Graham, BA (Hons)



Deputy Chief Constable
Andy Cowie, MA(Hons) MBA



T/ Chief Superintendent
Ralph Noble



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



T/ Chief Superintendent
Julian Innes



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



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; 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
- Northern Joint Police Board and Police Staff Association Liaison Group
- Support Staff Appeals Sub-Committees

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

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 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, including:-

- Establishment of Board Member training programme
- More formalised reporting of Board business to Constituent Authorities
- Re-design of Board web pages
- Appointment of Board Development Officer

Further information can be obtained from:

www.highland.gov.uk/yourcouncil/committees/jointboards/northernjointpoliceboard/



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 OUTCOMES

FOR 2010/11 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 pro-active in our efforts to ensure that everyone feels safe and secure. We will pro-actively 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

INTRODUCTION

The Finance and Asset Management Service Unit is based at Headquarters, Inverness. The Service Unit is responsible for all the finance functions of the Force and the management of the Force's assets.

The Service Unit is made up of the following functional areas:

- Estates Management
- Finance Services
- Fleet Management
- Procurement

These services are managed from Headquarters, Inverness and delivered Force wide. To maximise service delivery a number of these services are out-sourced. Vehicle maintenance, in some areas of the Force, is provided by local garages and the management of the police estate, including delivery of major capital new build and refurbishment programmes, is provided in partnership with the four constituent bodies of the Northern Joint Police Board and outside contractors.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

Looking back to 2010/2011 a number of areas were identified for development within the unit:

The development of a new Police Station for Glencoe continued with the facility being occupied in December 2010 and officially opened by the Convener and Chief Constable in March 2011. The new building incorporates high levels of insulation and is heated through "Air Source Pumps" which has enabled the building to achieve a "B" Energy Performance Rating, which we believe to be the highest "Energy Performance Rating" of any Police Station in Scotland.

We continued to examine options for the development of a new Lochaber Area Command facility. A site has now been identified and 2011/2012 will see us move through the procurement and planning process with the intention being that construction will commence late in the 2011/2012 financial year.

An Environmental Management Strategy was developed encompassing areas such as Energy Management and Recycling initiatives. This strategy positions the Force well in its efforts to meet carbon reduction targets of the future.

Significant progress was made during the financial year to redesign our Stores Facility. This project will continue into the early stages of 2011/2012 and will see us working with Highland Council for all aspects of Stores provision.

LOCAL INITIATIVES

Estates

In addition to the projects detailed above the Estate function have undertaken an exercise to look at residential accommodation provision for Police Officers. Pending Northern Joint Police Board approval this will form the basis of a large project which will span a number of financial years.

Fleet

The Fleet Management Unit has continued to work to maintain the enviable condition of the Force vehicle fleet given reducing capital availability. Options for on-going service delivery have been explored and during 2011/2012 we will undertake a full review of this area.

Finance

The Finance function continues to support all areas of the Force whilst continually seeking to enhance service delivery. More automated & consolidated processes have been introduced in conjunction with suppliers allowing the service to be delivered more efficiently.



HUMAN RESOURCES OVERVIEW

INTRODUCTION

The Human Resources (HR) Department Service Unit is based at Headquarters, Inverness. The service unit is responsible for

- HR advisors
- Health and Safety Advisor
- Occupational Health
- Welfare
- Payroll Team
- Learning and Development
- Staff Development Officer
- SCoPE Team (System to Co-ordinate Personnel and Establishment)

The Service Unit is led by the Director of Human Resources and she is supported by the Deputy Director of Human Resources, the Learning and Development Manager and an Inspector in Staff Development.

In addition to these units the Human Resources Service Unit also contains the staff associations (Police Federation and UNISON)

ACHIEVEMENT AGAINST STRATEGIC PRIORITIES

During 2010/11 the Force was reassessed against the Investors in People Standard. This was originally achieved in 2007. A number of organisational development objectives were set in support of the commitment to the standard. These included the introduction of a new team briefing process and the role out of the national Performance Development Review (PDR) module within SCoPE. The role out of the PDR was preceded with a training programme for all staff on personal objective setting and coaching skills.

The Force was successfully reaccredited with IIP status following an independent assessment in November and achieved Bronze Status.

The Force also developed a new Health, Safety and Wellbeing Strategy for 2010-13 and following on, a new Stress and Wellbeing policy was introduced. In support of these policies the Force also implemented an Employee Assistance programme for all staff in March 2011. This provides remote confidential support and counselling to all staff and their families. In addition a new TRiM (trauma risk management) approach to critical incident stress management was introduced, to support staff exposed to difficult and traumatic situations. 14 TRiM practitioners have been trained to provide support across the Force area.

A very successful recruitment drive was undertaken to ensure the Force was in a position to maintain maximum Police Officer numbers. Part way through the financial year the scale of the financial crisis and budget cuts became apparent and recruitment plans were scaled back. As a result the Force has created a pool of high quality potential recruits for future recruitment.

A significant focus was placed on recruitment and training for the Special Constabulary and a new induction course was piloted. The feedback from this has been very positive and included comments such as:-

"The course itself was great. I felt assured that we had received the highest level of training possible before going onto the streets".

"The course itself was fantastic. I have been on many training courses in my professional career but none as detailed and as structured as this".

LOCAL INITIATIVES

Following the introduction of SCoPE at the end of 2008 a decision was taken to create a SCoPE unit bringing together SCoPE HR and Duty Management in one unit under the Staff Development officer. This has provided much needed resilience for the system. In addition further training was provided to support Resource Managers at Divisional level.

Much of the work of the HR unit during 2010/11 was focused on implementing the outcomes from the Best Value Review of Shared Services and the management of a further voluntary redundancy programme which saw 25 individuals leave the Force at the end of March 2011.

A very successful cadet recruitment drive was undertaken by the Learning Unit. Applications of a very high calibre were received from across the Force area and beyond for 10 places commencing in July 2011.



CORPORATE SERVICES OVERVIEW

INTRODUCTION

The Corporate Services Unit, based at Headquarters has responsibility for a number of diverse departments, all supplying support to operational Divisions, Area Commands and Service Units. Headed by a Superintendent, the Unit encompasses the Force Operations Centre, Force Information Management Unit (FIMU), Policy and Co-ordination Unit, Business Management, Firearms Licensing and Scottish Police Services Authority (SPSA) Liaison, Catering Services, Building Administration and General Administration.

ACHIEVEMENT AGAINST STRATEGIC OBJECTIVES

Throughout 2010/11 the units have been involved with the ongoing effort to further streamline headquarters functions and generate efficiency savings for the Force. This has included the reorganisation of the FIMU and the multi-skilling of staff to provide a more agile and efficient service. This reorganisation has already significantly improved the productivity of the unit and has eliminated some long standing information processing backlogs. The Force Operation Centre (FOC) has also made significant progress toward meeting the national target for answering emergency calls. Customer experience and quality continues to remain a focus for FOC staff and an improved alert system has been installed which will enhance the response times and will further assist in the drive toward meeting the national target. Corporate Services has also been successful in co-ordinating, on behalf of the Force, a national anti-violence campaign which involved North Division carrying out targeted visits to previous perpetrators of domestic abuse and those suspected of possibly being involved in such offences.

During the year the unit was successful in introducing to staff a "deaf awareness" DVD, which has also been shown on the BBC and been well received within the community. The unit has also taken "Choices for Life" to the Highlands, a partnership approach with the Scottish Crime and Drug Enforcement Agency (SCDEA) educating approximately 3,600 P7 schoolchildren about substance misuse and peer pressure, delivered via a high impact multi-media approach. This format was taken to Shetland, Orkney and the Western Isles during Easter 2011. The Forces annual "Operation Youth Advantage" which is a partnership

project with the Army aimed at diverting youths involved in anti social behaviour, has been recognised nationally as a quality programme for other Forces to take on board and as such the course is now being run nationally by the Scottish Government Social Justice Foundation. The unit has been involved in taking forward the older people "Stay Safe" peer speaking project and this will involve speakers giving talks to older peoples groups on subjects such as personal safety and bogus callers.

The Forces Anti Social Behaviour officer is now based at HQ and one of her success stories has been the "Noise Pollution" pilot with the Highland Council which has resulted in a closer working partnership with the Environmental Health department to provide early notification of noise complaints.

The Forces Strategic Diversity Advisor received a "Commended Award" at the 2010 Scottish Policing Awards, this was in recognition of her work with the transgender community.

The unit will collectively rise to and meet the significant challenges that policing in 2011/12 will pose, with all staff seeking to make their contribution to maintaining the high standards expected of the Force.



SECTION 2

NORTHERN CONSTABULARY OPERATIONAL POLICING OVERVIEW

“Class 1-5 crimes 2010/11 - detection rate of 62.8%, up by 0.53% from 2009/10”



CENTRAL DIVISION

INTRODUCTION

Central Division covers the local authority areas of Ross & Cromarty, Lochaber, Skye & Lochalsh and the Western Isles. Divisional Headquarters is based at Dingwall with Area Command Headquarters stations at Fort William, Stornoway and Dingwall.

This year has seen the three Area Commands which make up Central Division; continue to achieve high performance levels in the detection of all crime classes. An overall reduction in crime levels and road collisions has been maintained, resulting in significantly fewer victims of crime and road casualties. A robust, highly visible and proactive policing approach has been adopted across all command areas which has significantly contributed to these results, sending a clear message to those involved in criminality and irresponsible driver behaviour.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

Recorded crime across the Division for Class 1-5 crimes fell by 5.8% and it was pleasing to note a 2.5% increase in the detection rate across Class 1-5 crimes in Lochaber, Skye & Lochalsh to 60.2%. Whilst the Western Isles recorded a slight increase in crime, due mainly to pro-activity, it achieved a creditable 70.2% detection rate.

Ross and Cromarty saw a welcomed reduction in all crime classes, except Class 2 - Crimes Involving Indecency, which was largely due to a small number of successful high profile cases being investigated and reported to the Crown, involving serial and historic abuse against multiple young victims by predatory and dangerous individuals. The dedicated work by staff resulted in significant sentences being handed down by the court, one of which involved the subject being sentenced to a "Order for Lifelong Restriction", one of the first in Scotland.

In Lochaber the Area Command worked with HQ Crime Services to investigate major drug operations and had excellent success when in 2010 sentences ranging from 3 and a half years to 6 years were handed down to individuals for being concerned in the supply of class A & B drugs.

The Division has also worked actively with HQ Crime Services and partner agencies to investigate organised crime groups within the Division and one occasion (Operation Pageant) this involved working with the United Kingdom Border Agency on issues of human trafficking.

Across the Division each of the Area Commands has witnessed a reduction in the number of road collisions and casualties. This has been achieved through pro-active work by our officers and those from the road policing unit in targeting known offenders and intelligence led high visibility policing. This success continues the work from the previous year and maintains our focus on this aspect of policing and public reassurance.

LOCAL INITIATIVES

- The Division has continued to address the needs of local communities as identified through the consultation process. This has been achieved through our participation in Community Planning initiatives, which have included Safer Streets, Pub Watch, Blue Light Discos, BikeSafe and Street Football.
- The development of 'Police Surgeries' in areas where police stations have had to be closed, is work that has been ongoing and will be enhanced in the coming year.
- Police officers and staff of Central Division are committed to the delivery of community policing and ensuring a tangible benefit to the wellbeing of the people of the Highlands and Western Isles. It is acknowledged that this cannot be achieved without the significant contributions made by the communities we serve. While there will be financial challenges in the future, I am confident that, in working together we will continue to see progress and successes across Central Division.

Superintendent John McDonald
Divisional Commander





EAST DIVISION

INTRODUCTION

East Division serves the communities of Inverness, Badenoch, Strathspey & Nairn. The area is a huge draw for tourists and visitors throughout the year, with attractions including, Cairngorm National Park, ski resorts, golf courses and beaches. The Division also hosts high-profile events such as the RockNess and Belladrum music festivals and Scottish Premier League football matches. This year the area hosted the Scottish Open Golf championship which attracted a huge amount of spectators to the area. The Division also maintains close contact with local communities and their day to day concerns through community policing and a intelligence led proactive policing approach.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES

Between 1st April 2010 and 31st March 2011, there was a notable reduction in Class 1-7 crime in East Division in comparison with the same period in 2009/10, with 9% (1981) fewer crimes being made known. The detection rate for Class 1-7 crime currently stands at 84.5%.

Between 1st April 2010 and 31st March 2011, there were 40 recorded offences for supply and possession with intent to supply Class A drugs in East Division and intelligence continues to be gathered to assist with future enforcement. There have been a number of notable seizures of large quantities of drugs during the past year, including the seizure of approximately £60,000 worth of cocaine in February this year.

Thankfully, serious violent crime is relatively uncommon in the Highlands. Understandably such incidents receive a great deal of media attention and cause concern within the local community. This year, the Division has dealt with a number of serious enquiries including murder and serious assault. The detection rate for Class 1 crimes (crimes of violence) currently stands at 86.7%.

Road safety is a priority for the Division as a number of key roads in the Highlands run through the Division. The Division is currently in line to meet the Force road safety target to reduce the number of people killed by 40%, and seriously injured by 50% from the mean average 2004-2008 by 2020. The Division continues to target those who drive whilst under the influence of alcohol and drugs, and between 1st April 2010 and 31st March 2011, the Division reported 227 drink drivers and 9 drug drivers. Targeted patrols continue, with emphasis remaining on the A9, A96, A82 and A862 trunk roads. The Division also continues to participate in ACPOS safer road campaigns.

LOCAL INITIATIVES

Notable initiatives in East Division over the past year include:

- Operation Notebook - This operation targets addresses where there are repeated incidents relating to anti-social behaviour. Anti-social behaviour can have a negative effect on communities and this operation has had a positive impact in reducing the number of noise related calls at dwelling houses.
- Operation Roundup - This intelligence-led operation aims to target underage drinking, working alongside other relevant agencies such as the Highland Youth Alcohol Action team. The operation not only aims to reduce the quantities of alcohol available for consumption by youths, but also to heighten awareness by youths and their parents of the dangers of underage and binge drinking.
- The Division also continues to be involved in a large number of partnership initiatives aimed at diverting young people away from anti-social behaviour, underage drinking and other offending. Initiatives undertaken include Street Football and Rugby and Twilight Basketball and the "Safe Highlander" event.

Superintendent Stevie Mackay

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 identities, 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 5.1% this year and is now at 67.9%, which is above the Force average. 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.

Overall, I think 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.

T/ Superintendent John Chisolm
Divisional Commander





CRIME SERVICES

INTRODUCTION

Crime Services delivers specialist support and investigative capabilities on a force-wide basis, working in tandem with policing divisions and local crime management teams. The Service Unit also holds corporate ownership for the progression, development and oversight of a wide range of crime related and specialist investigative portfolios.

The allocated resources of the Unit are structured into 3 functional groupings which provide the collective capabilities and services required to deliver corporate requirements. Following recent restructuring (fully effective as of April 2011) these functional groupings are now structured as follows:

- Major Investigations
- Security & Intelligence
- Public Protection & Support

These business areas have been developed to provide specialist support functions to the Force and are used on a daily basis to deliver advice, guidance and resource assistance to divisional policing.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES AND OPERATIONAL TARGETS

During 2010/11 Crime Services contributed to all of the Force strategic objectives, by supporting the work of divisional policing partners and providing a wide range of centralised specialist services and investigative support throughout the Force area. In particular, the Service Unit has continued to fulfil its role in investigating major crime, tackling serious and organised crime, investigating crimes against children and contributing to the national CONTEST strategy to combat terrorism.

- By virtue of a robust and intelligence led targeting policy, the Major Investigations Team have successfully dismantled and disrupted the activities of a number of serious and organised crime groups operating in the Force area. These operations have resulted in the arrest of 31 persons for serious drug trafficking offences, the seizure of assets and cash to the value of £112,000 and controlled drugs with a street value of £1.1 million being recovered.

- The Public Protection unit has, during the period under review, engaged with partners across the Safer Highland work streams to develop and implement Multi Agency Risk Assessment Conferences (MARAC) and coordinate agency responses to domestic abuse. Although this project is at the development stage, multi agency funding has been secured and the project will be driven through the Violence Against Women Strategy Group. The unit has also implemented Adult Support and Protection procedures with multi agency partners, Community Disclosure, Sexual Offences (Scotland) Act 2009 training and undertaken a multi agency significant case review with partners in the Highlands and Islands MAPPA Management Group (Multi Agency Public Protection Arrangements). In recognition of joint working under Highlands and Islands MAPPA, Northern Constabulary and partners were awarded the Highland Council Quality Award in 2010.

LOCAL INITIATIVES

In 2011/12 Crime Services will review Force procedures in relation to Public Protection and the National Intelligence Model with a view to reducing bureaucracy and streamlining our processes. This review will result in a reduced administrative burden on front line staff whilst building on the existing high standard of service delivery.

The Public Protection & Support Unit will further develop a multi agency hub, which will be located within Police Headquarters and include representatives from Health, Highland Council Housing, Criminal Justice Social Work, Police and the MAPPA Coordinator. This is an innovative approach to multi agency collaborative working which will further enhance the protection of vulnerable members of our communities.



OPERATIONAL SUPPORT

INTRODUCTION

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

Specific responsibilities comprise the following:-

Planning Unit:

- Emergency Planning
- Operational Planning
- Civil Contingencies

Road Planning Unit:

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

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.

Dog Section – During 2010-11, we increased the number of dogs managed by our existing handlers, adding to our specialist capability. We invested in a training role in Force which proved its worth, allowing us to save over £20,000 in costs we would otherwise have incurred in sending handlers to training schools elsewhere in the UK.

Civil Contingencies – 2010-11 saw the build up to and delivery of a multi-agency major incident exercise called “Exercise Boreas”. It was an extreme weather event centering upon three different local authority areas all at the same time and tested how that scenario would develop, with the police co-ordinating the initial response phase. The Exercise was extremely valuable and the learning is still being captured.

Search & Rescue – Considerable work was done in 2010-11 at a national level with the Scottish and UK Government, in relation to Water Rescue and Personal Locator Beacons. We also recognised the potential and promoted nationally the use of the 999 texting service, and saw it used in earnest to bring the emergency services to the scene of an avalanche in Glencoe during the winter, helping to save lives.

LOCAL INITIATIVES

MFR-Bikesafe

Bikesafe continues to be a success story and we were fortunate to receive additional funding in 2010-11 as a donation from the bereaved family of a fatal casualty. That allowed us to re-invest further in the continuation of the programme, which continues to be well received and reviewed by attendees.

Young Drivers

In addition, we have been at the forefront in Scotland in developing new ways of targeting young drivers to influence their behaviour. Academic studies have supported our approach which recognises the influential role parents unconsciously play in educating and habit-forming for young drivers as they emerge into their teens and early adulthood, whilst still at school. The approach allows us to work with volunteer employers and target their workforce with this improved understanding, making parents more aware of this influential role. Feedback has been tremendous and the events have attracted national attention from other Forces and from Government.

ACHIEVEMENTS AGAINST STRATEGIC PRIORITIES/ OPERATIONAL TARGETS

Safer Roads

Any loss of life on our roads network is a major concern for us, in our role to help keep the Highlands & Islands a safe place for residents and visitors who come to enjoy our spectacular scenery, Highland and Island culture and rural locations. Inappropriate speed, lack of familiarity with the roads and winter weather combine to present the major risks to riders and drivers in our area. Despite these risks and a continued increase in traffic, our road casualty figures fell dramatically in 2010-11, by over 24%.

Safer, Stronger Communities

Police Firearms – Whilst we have never had any reason to believe we will be specifically targeted by terrorists in this Force area, we have an obligation to provide public reassurance by maintaining the capability to respond to the full variety of threats and scenarios. In 2010-11 we applied significant effort to revising our firearms training material, to make it fully compliant with the National Police Firearms Training Curriculum.



PERFORMANCE SCRUTINY

POLICE COMPLAINTS COMMISSIONER FOR SCOTLAND (PCCS)

The main role of PCCS is to review the way in which police organisations in Scotland deal with complaints made by members of the public. During the 2010-11 year the PCCS reviewed 23 complaints dealt with by the Force and issued 26 recommendations arising from the reviews. A number of the recommendations have been actioned and the remaining are being progressed.

HER MAJESTIES INSPECTORATE OF CONSTABULARY FOR SCOTLAND (HMICS)

HMICS is responsible for inspecting the eight Scottish police forces and police services. They operate independently of police forces, police authorities and the Scottish Government and exist to monitor and improve police services in Scotland. Within the Self Evaluation Report issued November 2010 the Force received praise for its work: "Only Northern Constabulary has effectively embedded the European Foundation for Quality Management model as a corporate management tool".

AUDIT SCOTLAND

Audit Scotland provides the Auditor General and the Accounts Commission with the services they need to check that public money is spent properly, efficiently and effectively.

In April 2010 HMICS and Audit Scotland presented the results of their Best Value Audit and inspections of the Force. Of the five primary recommendations for the Force we have met four of them and are working towards completing the 5th recommendation. These primary recommendations were based upon corporate direction and communication, improvements to performance reporting and monitoring, reporting to the board on issues of external scrutiny, information sharing protocols and national targets in areas such as crime report submissions and answering emergency calls.

COMMUNITY CONSULTATION SURVEY AND USER SATISFACTION SURVEY

The Force is currently undertaking its biennial community consultation survey and it is intended to carry out a user satisfaction survey later in the year. The results of the community survey will be published in due course.

NORTHERN JOINT POLICE BOARD

Members provide effective oversight of Northern Constabulary helping to set its strategic priorities, and being closely involved in the Community Planning Partnerships (CPP), they are integral in agreeing with the Force the priorities and performance targets and for overseeing the policy framework. The Board provides scrutiny of the Force through the Audit Working Group, Complaints Working Group, Finance and Policy Working Group, Independent Custody Visiting Sub Committee

INDEPENDENT CUSTODY VISITORS SCHEME

The purpose of the scheme is to enable members of the local community to observe, comment and report upon the conditions under which persons are held in custody at police stations.

HIGHLAND COUNCIL – INTERNAL AUDIT

Internal Audit review the Force's internal control systems to seek reassurance that assets are safeguarded, transactions authorised and properly recorded and that there are no material errors or irregularities in the Force's financial records.

Additionally they will undertake reviews of areas such as Corporate Governance, including Risk Management.





SECTION 3

NORTHERN CONSTABULARY STATISTICS

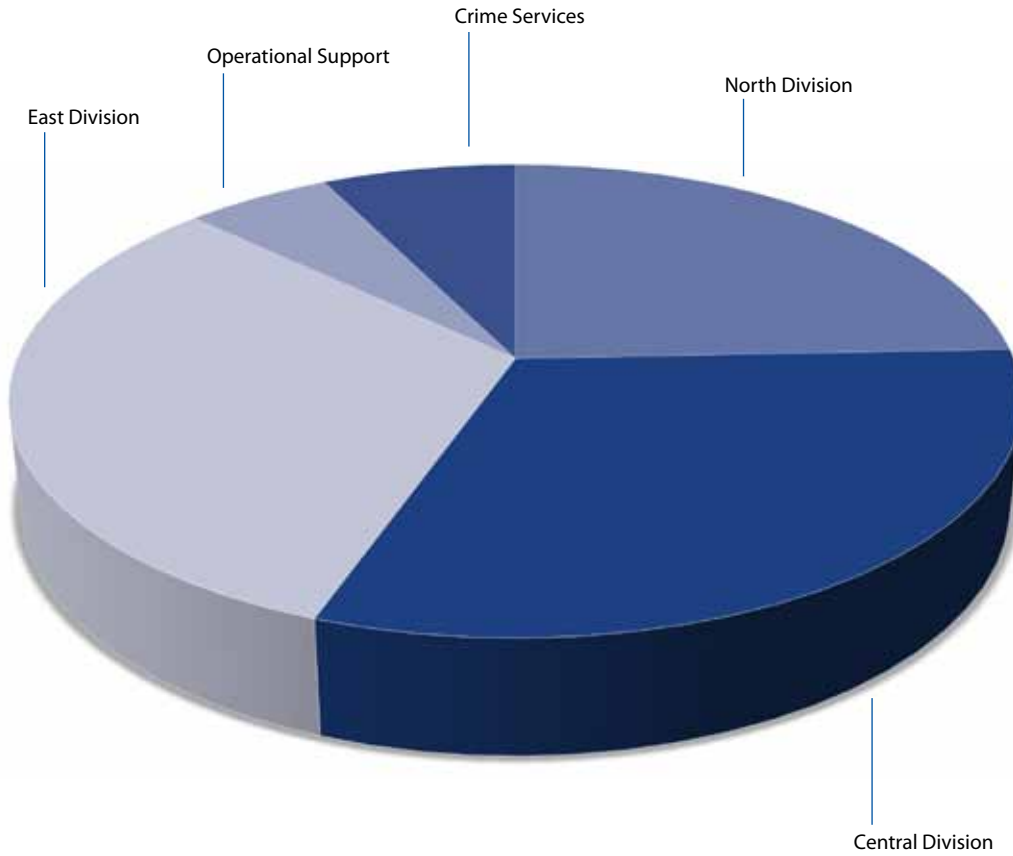
"Decrease in reported class 1-5 crimes between 2009/10 and 2010/11 of 568 (4.2%)"


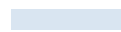





NET OPERATIONAL BUDGET

A statement of financial accounts is available to members of the public, relating to the running of Northern Constabulary during the financial year 2010/11.

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



	Central Division	£12,818,561
	East Division	£13,066,810
	North Division	£10,047,807
	Crime Services	£3,036,274
	Operational Support	£2,286,370



STATISTICAL HIGHLIGHTS FOR 2010/11

- 1) Between 2008/09 and 2010/11 crime has fallen by 14.5%, that is a fall of 6180 crimes over the period.
- 2) Class 1-5 crimes 2010/11– detection rate of 62.8%, up by 0.53% from 2009/10.
- 3) Decrease in reported class 1-5 crimes between 2009/10 and 2010/11 of 568 (4.2%). Class 1-7 decrease overall of (8%).
- 4) Drug supply offences over the last financial year have increased from 287 to 298 compared to 2009/10. The Force is taking an intelligence led approach in relation to the targeting of higher level drug dealers which has a greater impact in terms of disruption of criminal networks.
- 5) Decrease in crimes of vandalism over 2010/11, a fall of 18.5% since 2009/10, this is in line with the gradual decrease over the last four years.
- 6) Decrease in breach of the peace offences during 2010/11 (down 8.1%), decrease in minor assaults (down 5.7%) since 2009/10. In Inverness there has been a significant decrease in Breach of the Peace in the City Centre, there were also decreases in the residential areas of the city.
- 7) Decrease in anti social behaviour during 2010/11 (low level crime) of 37%, this is a reduction of 2,786 incidents made known to police since 2009/10.
- 8) Number of drink drivers down by 8.8% over the last year, this decrease from 2009/10 follows a long term decrease in drink driving which is assessed to be due to changing social attitudes and high profile media coverage, and community willingness to report drink drivers.
- 9) In 2010/11 there has been an overall reduction in the level of youth crime by 27.4% compared to 2009/10.
- 10) Hate incidents over a 3 year average are down this year by 16%. This is indicative of the good work within the community and our partners to tackle hate crime.



PUBLIC REASSURANCE & COMMUNITY SAFETY

Number of Recorded Crimes and Offences and Detection Rates

CRIMES & OFFENCES	RECORDED CRIMES - RC DETECTION RATE - DR	CENTRAL			EAST		NORTH			2009/2010	FORCE TOTALS
		Lochaber, Skye & Lochalsh	Ross & Cromarty	Western Isles	Badenoch, Strathspey & Nairn	Inverness	Gaithness, Sutherland & East Ross	Orkney	Shetland		
CLASS 1 NON SEXUAL CRIMES AGAINST THE PERSON	RC	46	63	37	45	166	78	22	28	459	485
	DR %	93.48	88.89	100	97.78	83.73	97.44	95.45	96.43	92.4	91.3
CLASS 2 CRIMES INVOLVING INDECENCY	RC	22	110	36	28	113	65	15	25	321	414
	DR %	81.82	79.09	75	75	85.41	87.69	86.97	60	83.8	73.4
CLASS 3 CRIMES INVOLVING DISHONESTY	RC	513	650	266	376	2,549	537	164	358	5411	5413
	DR %	46.89	47.54	54.14	46.28	47.47	56.24	64.02	65.92	51	50.2
CLASS 4 FIRE RAISING, VANDALISM ETC	RC	356	697	228	233	1,121	758	167	166	4414	3926
	DR %	44.38	42.04	59.65	48.93	30.15	45.91	48.5	41.57	41.3	41.3
CLASS 1-4 TOTALS	RC	937	1,520	567	682	3,949	1,438	368	577	10605	10038
	DR%	48.77	49.01	60.67	51.76	44.39	54.45	59.78	60.14	49.8	49.8
CLASS 5 OTHER CRIMES	RC	278	410	187	298	1,527	615	82	149	3547	3546
	DR %	98.92	99.02	98.93	100	99.21	99.67	98.78	100	99.5	99.3
CLASS 1-5 TOTALS	RC	1,215	1,930	754	980	5,476	2,053	450	726	14152	13584
	DR%	60.25	59.64	70.16	66.43	59.68	68	66.89	68.32	62.2	62.8
CLASS 6 MISCELLANEOUS OFFENCES	RC	802	1,265	778	690	3580	1216	406	381	1005	9118
	DR %	90.4	90.99	92.03	92.75	88.24	93.91	94.58	94.75	92.1	90.8
CLASS 7 ROAD TRAFFIC OFFENCES	RC	1,575	2,017	571	4,566	4,731	1,602	744	633	18102	16497
	DR %	98.28	98.63	97.55	99.55	98.53	98.43	97.18	98.1	99.1	98.7
OVERALL TOTALS	RC	3592	5212	2103	5538	14036	4924	1600	1740	42259	38654
	DR %	82.98	82.5	85.69	92.8	80.76	84.63	88	84.94	85.1	84.2

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



PUBLIC REASSURANCE & COMMUNITY SAFETY

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

CRIMES & OFFENCES	2009/10	2010/11
RACIST INCIDENTS	117	111
RACIALLY MOTIVATED CRIMES RECORDED	86	78
RACIALLY MOTIVATED CRIMES DETECTED	66	58
DETECTION RATE	76.7%	74.36%

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	2010/11
ADULTS KILLED	31	21
ADULTS SERIOUSLY INJURED	120	89
ADULTS SLIGHTLY INJURED	776	418
CHILDREN KILLED	2	0
CHILDREN SERIOUSLY INJURED	9	12
CHILDREN SLIGHTLY INJURED	55	44

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



STATISTICS

SERVICE RESPONSE

Complaints About Police Officers and Police Staff

	2009/10	2010/11
NUMBER OF COMPLAINTS RECEIVED	242	257
TOTAL NUMBER OF INCIDENTS	132,635	128,370
COMPLAINTS PER 10,000 INCIDENTS RECORDED	18.2	20
NUMBER OF ALLEGATIONS ARISING FROM COMPLAINTS	433	534
NUMBER OF ALLEGATIONS WHERE ACTION IS TAKEN	97	69

SOUND GOVERNANCE AND EFFICIENCY

Numbers of Police Officers and Police Staff

(09/10 in brackets)

POLICE OFFICERS	Full Time	Part Time	
	Headcount	Headcount	FTE
TOTAL IN FORCE	759 (759)	38 (25)	22.6 (17.55)
TEMPORARY SERVICE / SECONDMENT	14 (16)	0 (-)	0 (-)
CAREER BREAKS	0 (5)	3 (-)	0 (-)
MATERNITY ADOPTION LEAVE	4 (4)	4 (4)	2.13 (1.7)
TOTAL NUMBER	787 (784)	45 (29)	24.73 (19.3)
POLICE CADETS	5 (12)	- (-)	- (-)

As at 31 March 2011

FTE – Full Time Equivalent.

POLICE STAFF	Full Time	Part Time	
	Headcount	Headcount	FTE
TOTAL IN FORCE	278 (286)	115 (117)	54.8 (57.3)
TEMPORARY SERVICE / SECONDMENT	1 (1)	0 (-)	0 (-)
CAREER BREAKS	0 (-)	3 (-)	0 (-)
MATERNITY ADOPTION LEAVE	3 (5)	3 (2)	1.74 (1.1)
AGENCY / TEMPORARY STAFF	0 (2)	- (-)	- (-)
TOTAL NUMBER	282 (294)	121 (119)	56.54 (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	2010/11
TOTAL DAYS AVAILABLE (Reduction due to recording method changes and VSA introduction)	182,254	136,443
DAYS LOST	5,741	5,897
PERCENTAGE LOST	3.1%	3.1%

Due to issues with the System to Co-ordinate Personnel and Establishment (SCoPE), Police staff details are unavailable at the time of printing.

Recorded Injuries to Police Officers and Police Staff

STAFF INJURIES	2009/10	2010/11
TOTAL INCIDENTS	199	201
LOST TIME INCIDENTS	34	22
LOST DAYS	881	444

Staffing Profile by Declared Disability, Ethnicity and Gender

POLICE OFFICERS	2009/10	2010/11
NUMBER OF OFFICERS	813	797
NUMBER WITH A DECLARED DISABILITY	N/R	12
NUMBER WITH NO DECLARED DISABILITY	N/R	768
PERCENTAGE WITH A DECLARED DISABILITY	N/R	1.5
NUMBER WHO HAVE DECLARED ETHNICITY AS WHITE	757	749
NUMBER WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	5	6
NUMBER WITH NO DECLARED ETHNICITY	41	41
PERCENTAGE WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	0.6%	0.6%
NUMBER OF MALES	508	592
NUMBER OF FEMALES	205	205
PERCENTAGE OF FEMALES	25.2%	25.7%

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



STATISTICS

SOUND GOVERNANCE AND EFFICIENCY

POLICE STAFF	2009/10	2010/11
NUMBER OF POLICE STAFF	411	393
NUMBER WITH A DECLARED DISABILITY	N/R	12
NUMBER WITH NO DECLARED DISABILITY	N/R	381
PERCENTAGE WITH A DECLARED DISABILITY	N/R	3%
NUMBER WHO HAVE DECLARED ETHNICITY AS WHITE	399	379
NUMBER WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	3	3
NUMBER WITH NO DECLARED ETHNICITY	9	11
PERCENTAGE WHO HAVE DECLARED ETHNICITY AS BLACK OR MINORITY ETHNIC	0.7%	0.8%
NUMBER OF MALES	105	99
NUMBER OF FEMALES	306	294
PERCENTAGE OF FEMALES	74.5%	74.8%

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	2010/11
TOTAL NUMBER OF 999 TELEPHONE CALLS	20,006	18,887
TOTAL NUMBER OF NON-EMERGENCY TELEPHONE CALLS	445,335	366,738
TOTAL NUMBER OF INCIDENTS	132,635	128,370

Number of Sudden Deaths Reported to the Procurator Fiscal

	2009/10	2010/11
NUMBER OF DEATHS REPORTED TO THE PROCURATOR FISCAL	392	382

Number of Missing Person Incidents

	2009/10	2010/11
NUMBER OF MISSING PERSON INCIDENTS	1293	1221



STATISTICS

CONTEXT MEASURES

Number of Registered Sex Offenders

	2009/10	2010/11
NUMBER OF REGISTERED SEX OFFENDERS LIVING IN THE COMMUNITY	176	170

Number of Domestic Abuse Incidents

	2009/10	2010/11
NUMBER OF DOMESTIC ABUSE INCIDENTS	1,126	1,140
POPULATION IN FORCE AREA	287,470	287,470
NUMBER OF DOMESTIC ABUSE INCIDENTS PER 10,000 POPULATION	39	65

Number of Individuals Brought into Custody

	2009/10	2010/11
NUMBER OF CUSTODIES (ARRESTED OR DETAINED)	10,675	10,367

Number of Freedom of Information (FOI) Requests and Questions

	2009/10	2010/11
NUMBER OF FOI REQUESTS	623	523
NUMBER OF FOI QUESTIONS	1,978	1,575



**Northern
Constabulary**

Protect and Serve *Dion is Cuidich*



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If you require this information in Gaelic or another format, or you have any other queries regarding this document, please contact the Policy & Co-ordination Unit, on the following numbers:

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