

//Achieving Our Goals Respecting Our Values//

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

//Our Aim
The pursuit of excellence in community policing

//Our Values //Northern Constabulary will encourage our staff to:

- Be inclusive, participative and transparent in our management style and dealings with others
- Operate devolved responsibility and accountability
- Build productive and sustainable partnerships
- Adopt a problem solving approach
- Take pride in our force
- Be effective and responsive in community engagement
- Embrace change
- Embrace and promote diversity and equal opportunities
- Be committed to ethical policing and act with integrity
- Be committed to continuous improvement
- Provide best value services
- Operate rigorous performance management

//Our Key Strategic Outcomes//

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//Safer roads with reduced deaths, injury and crime//

- Reduced road accidents and casualties
- Reduced opportunity for crime
- Productive partnerships which improve road safety and public education

//Sustainable crime reduction//

- Reduced opportunity for crime
- Sustainable detection rates
- Support for victims
- Reduced criminal disorder
- Productive partnerships which contribute to crime reduction

//Effective engagement of criminality in respect of serious and organised crime//

- Increased identification and detection of people engaged in serious and organised crime – including those engaged in the supply of illegal drugs

//Public reassurance in the safety of our communities//

- Reduced anti-social behaviour
- Alignment of our visibility, accessibility and response to the needs of our communities
- Service responsive to the needs of our vulnerable communities
- Productive partnerships which improve public safety

//We will achieve our strategic outcomes through co-ordination of our operations using The National Intelligence Model//

//Road Safety Strategy//

We will, in partnership with others, reduce the number of casualties occurring in road crashes within the Force area.

Have the ability for analysis of our Road Accident Statistics in order to highlight problem areas and take action.

Commit resources to intelligence-led policing initiatives and campaigns to tackle and reduce road crime and the fear of such.

Fully support all national campaigns and deliver a consistent approach through education and enforcement.

Actively work with all our statutory partners, other relevant agencies and communities with a vested interest and responsibility to road safety and seek their assistance in identifying solutions to their concerns.

To fully evaluate all campaigns, initiatives and engineering solutions undertaken in relation to the four E's...

- EDUCATION
- ENGINEERING
- ENFORCEMENT
- ENCOURAGEMENT



//Crime Reduction Strategy//

We will integrate our approach to prevention and detection and fully utilise crime and community intelligence to drive our actions in:

- Reducing opportunities for crime.
- Responding to and detecting crime.
- Identifying and targeting key criminals and crime affecting quality of life in our communities.

We will include particular focus on Youth Crime to:

- Reduce opportunities that allow young people to commit crime. Reduce situations that risk young people becoming victims.
- Target young people who commit crime and deal with persistent young offenders.
- Educate young people to realise their full potential and be good citizens.

We will build productive partnerships to achieve these objectives.



//Engaging Criminality Strategy//

We will fully utilise crime and community intelligence to drive our action in:

- Identifying developing trends in serious and organised crime.
- Identifying and targeting individuals and networks engaged in serious and organised crime.
- Stifling the availability of illegal drugs in our communities.



//Safer Communities Strategy//

We will participate in community planning and build productive partnerships to promote community development, effectively intervene in anti-social behaviour and deliver safe communities.

We will engage with our partners in discouraging Drug and Alcohol misuse through education, treatment and management of availability.

Our operational deployment will be informed by consultation with our communities and analysis of demand on our services.

Our operational presence, visibility and accessibility will be configured to maximise impact on public reassurance, making best use of our resources.

We will ensure the public are fully informed on our performance.



//Strategic Action Plan//

CRIME AND DISORDER

In order to effectively tackle crime and disorder in our communities, we will:

- 1.1 Implement the Action Plan from the Best Value Review of Crime Management.
- 1.2 Implement the National Crime Recording Standard.
- 1.3 Integrate National Intelligence Model and Problem Solving Policing approaches and develop an evaluation structure for the impact of these approaches on our strategic outcomes.
- 1.4 Conduct victim centred evaluation of our victim support policies and practice, and use this to develop our approaches to such support. This action to be progressed on the basis of a rolling programme of evaluation of each element of our policies.
- 1.5 Implement the Scottish Intelligence Database in-Force, including implementation of Police Informant Management System.

PUBLIC REASSURANCE

In order to develop our capability to match community needs, expectations and operational demand with availability and deployment of resources, we will:

- 2.1 Working through key partnerships with the Wellbeing Alliance and island equivalents, and the Drug and Alcohol Action Teams, to achieve our strategic outcomes.
- 2.2 Develop our strategy to participate productively in community planning, consultation with our communities and public performance reporting.
- 2.3 Respond constructively to HMCIC Thematic Inspection on Visibility/Accessibility and Reassurance and use this to maintain progress in our strategic review of all our services.
- 2.4 Create a Force approach to the Northern Constabulary brand.
- 2.5 Implement a constructive response to the requirements of the Freedom of Information Act.
- 2.6 Continue to develop our understanding of diversity in our communities and our responses.

AIRWAVE

In order to exploit the operational benefits of an integrated and high quality communications infrastructure, we will:

- 3.1 Progress the AIRWAVE programme, including all links with other strategic actions and including Call Management and Command and Control.



//Organisational Development Plan//

PEOPLE

Using the Investor in People framework to promote best practice in managing and developing our people, we will:

- 1.1 Continue to develop and implement a competency based Human Resources strategy.
- 1.2 Ensure those in a leadership role are skilled and developed appropriately. Particular focus will be on Service Unit Managers/Area Commanders, first line managers and newly promoted staff.
- 1.3 Implement revised national probationer training programme.

PERFORMANCE

In order to ensure our service delivery is based on evidence of need, sound planning and rigorous management of performance we will:

- 2.1 Consolidate the provision of performance management information for the Force.
- 2.2 Reinforce the recognised mechanisms for informing Force planning, decision-making and review, improving our ability to respond appropriately to external and internal developments.
- 2.3 Ensure our support services provide maximum benefit to the organisation through a programme of functional best value reviews.
- 2.4 Be open to partnership opportunities and ensure all our partnerships are productive and support our strategic and operational priorities.
- 2.5 Ensure mechanisms for internal communication are clearly recognised by users and consistently effective.

RESOURCES

In order to develop a transparent and responsible approach to capital and revenue investment and expenditure, which supports strategic priorities and ensures a sustainable infrastructure, we will:

- 3.1 Develop an ICT framework that supports our strategic priorities, streamlines procedures and improves access to key services. This action will be progressed in line with the revised Force ICT Strategy and yearly action plans.
- 3.2 Implement Activity Based Costing and conduct associated activity analysis exercise.
- 3.3 Undertake a strategic review of estate management.
- 3.4 Enhance our capability to identify and access supplementary funding streams to support our strategic priorities.

