



Association
of Police
Authorities



Building Capability

A Ten Year Strategic Framework



Contents

Introduction	3
Policing Principles	6
Improving Services for the Public	7
Purpose of the Framework	9
Structure of the Framework	10
Implementation Approach	11
Business Delivery within the Strategic Framework	13
Measuring Capability Improvement	15
Consultation Process	16
Contact details	17
Table 1 – Improving Police Service Capability	18
Table 2 – Capabilities, Aims and Objectives	19

Introduction



1. Introduction

1.1 This is a framework for strengthening and improving the capability of the police service to deliver against local and national policing priorities over the next ten years. The challenge to the police is to provide reassurance and protection to the public at a time of increased globalisation of crime through organised crime networks and international terrorism, new technologies employed by criminals at home and abroad, changing public expectations and the need to continue to improve while resources become ever tighter.

1.2 The efficiency challenge is to deliver savings from police budgets of at least £545m per year by 2014. The police service is also committed to reducing unnecessary bureaucracy, freeing up time for front-line policing. Achieving all of this, while continuing to improve the service provided to the public, will need stronger organisational capabilities.

1.3 The National Policing Board (NPB) commissioned this strategic framework. The NPB recognised the significant improvements and achievements made in policing in recent years and the need to maintain progress.

The Board identified the need for improvement activity and initiatives to be properly commissioned, aligned and managed, within an agreed strategic structure. The framework has been developed by the NPIA, in consultation with the police service and others, and has the support of the Association of Chief Police Officers (ACPO), the Association of Police Authorities (APA) and the Home Secretary.

1.4 The police service is committed to continuous improvement in order to provide the service the public wants and needs. With changing requirements and more constrained budgets, it is all the more important to have a shared view of priorities, and to maintain sight of the long-term development objectives which underpins sustainable improvement. Building Capability provides that shared view. It sets out how policing partners will work together, through effective commissioning and management of the policing change portfolio to: avoid duplication or conflict between initiatives; deliver intended outcomes; and achieve maximum cost effectiveness.

1.5 The framework builds on the existing portfolio of policing change programmes, including:

the People Framework for Policing, (comprising the Ten-year Workforce Framework and the Police Leadership Framework); the Information System Improvement Strategy (ISIS); and a range of other scientific and technological developments. A new Science and Innovation Strategy¹ is published alongside this document.

1.6 Building Capability is structured around seven core areas for policing improvement. These were identified through wide consultation and build on established organisational development models. They are:

- developing effective operational processes, practices and doctrine;
- enhancing global security;
- strengthening leadership in the police service at all levels;
- developing the skills and professionalism of the workforce;
- improving the use of information, knowledge and science;

1. [Science and Innovation in the Police Service 2010-2013](#)



- continuously improving the delivery of support services; and
- increasing the efficiency of service delivery by forces.

1.7 Innovation and improvement take place at all levels of policing. The framework, therefore, includes aims and objectives which will develop these capabilities through national and international programmes, (including those led by the NPIA), regional collaboration and work by individual forces.

1.8 The consultative process identified the need for a consistent approach to developing, supporting and sustaining capability across policing and defined five cross-cutting principles for improvement programmes. They are:

- building practice systematically on robustly evaluated evidence of what works;
- establishing clear mandates and governance for all policing improvement programmes;

- developing effective methods for improvement at the right levels;
- aligning finance and achieving outcomes through excellence in programme and project management, ensuring resources are allocated to priorities; and
- eliminating unnecessary bureaucracy.

Table 1 on page 18 sets out the seven capabilities and the common approach to improvement. Table 2 on pages 19 -25 sets out the vision, aims and objectives for each capability.

1.9 Building Capability provides a common structure for managing the portfolio of change programmes across policing and will help the police service to sustain its focus on agreed improvement initiatives. It will be particularly important to the work of:

- **Home Office Ministers and officials** – as context for setting strategic direction and developing policy;
- the **Association of Chief Police Officers (ACPO) business areas** – in defining and structuring their work programmes;

- the **Association of Police Authorities (APA)** – as a context for national commissions and supporting police authorities in setting local priorities;
- the **Policing Portfolio Group**² – as a means for assessing the strategic alignment of programmes submitted to the portfolio;
- **Chief Constables, senior teams and change managers in police forces** as they drive force-level improvement activity; and
- the **National Policing Improvement Agency (NPIA)** – as a basis for its business plan.

2. The Policing Portfolio Group (PPG) is a sub group of the National Policing Board (NPB). It is the tripartite authority which manages the national policing change portfolio. It has responsibility, on behalf of the NPB, for commissioning, planning and de-commissioning decisions relating to proposals from the tripartite and delivery agencies.



1.10 The NPIA will review the framework annually and will report to the National Policing Board (NPB) on progress made in strengthening the seven capabilities across the service. Progress will be measured against the aims and objectives set out here, with reference to the activities and programmes in the policing improvement portfolio. Detailed milestones

will be set out in the individual delivery plans of relevant programmes and projects and in the NPIA's annual business plans. Final outcomes will be assessed through established indicators and measures of performance, including Government Public Service Agreements, the Assessment of Policing and Community Safety (APACS), national statistics such

as the British Crime Survey and Her Majesty's Inspectorate of Constabulary (HMIC) assessments. Overall success will be demonstrated through increased public confidence in the police, reflecting the police service's core purpose of protecting the public.



Policing Principles

2. Policing Principles

2.1 The aim of Building Capability is to help build the police service's capability to:

- protect the public;
- increase public confidence and reassurance;
- reduce harm; and
- bring offenders to justice.

This aim supports the police service statement of common purpose, the Policing Pledge and the engagement of communities in the criminal justice system.

2.2 The police service is committed to delivering for the public in accordance with its core values of lawfulness, proportionality, accountability, transparency and fairness. Its 'Statement of Common Purpose and Values' was developed by ACPO, the Superintendents' Association and the Police Federation, in 1992.

2.3 The Policing Pledge³ embodies a commitment to good service, openness and accountability at a neighbourhood level. It sets out the public's entitlements and expectations, based on core national minimum standards, in relation to local policing.

3. <http://policingpledge.direct.gov.uk/index.html>

2.4 Successful policing depends on public consent and engagement, and on trust and confidence in the police. It is most effective when the public are actively involved in identifying and tackling the issues that matter most within their communities. This requires the police to have the skills, tools and abilities to engage with the public and respond appropriately to their needs and priorities.

2.5 These principles and values will underpin the achievement of the capability development defined by Building Capability.

Statement of Common Purpose and Values

The purpose of the Police Service is to uphold the law fairly and firmly; to prevent crime; to pursue and bring to justice those who break the law; and to keep the Queen's Peace; to protect, help and reassure the community; and to be seen to do all this with integrity, common sense and sound judgement.

We must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others. We need to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish our lawful duty.

We must strive to reduce the fears of the public and, so far as we can, to reflect their priorities in the action we take. We must respond to well founded criticism with willingness to change.

Improving Service for the Public

3. Improving Service for the Public

3.1 The fall in levels of crime over the last 20 years has coincided with a period of major investment and change in the police service. Alongside the growth in resources, including numbers of police officers and staff, the service has seen significant changes in the way it does business. These include the development of partnership working and neighbourhood policing, the response to organised crime and terrorism, scientific support and information systems and the skills and roles of its workforce.

3.2 Efficient and effective policing requires the involvement, knowledge and expertise of partner organisations, including the other emergency services, local government, health and education agencies and the voluntary and private sectors. The development in all areas of England and Wales of Community Safety Partnerships (CSPs) and Local Criminal Justice Boards (LCJBs), has helped the police and partners to work together to prevent and reduce crime. This approach is now well established.

3.3 As members or leaders of LCJBs, the police play a key role in cross-agency work, including efforts to improve confidence in the fairness and effectiveness of the criminal justice system overall. The Multi – Agency Public Protection Arrangements (MAPPA), where the police work with probation and prison service partners to assess and manage the risks posed by offenders to the communities in which they live, have made a real contribution to community safety.

3.4 There are now neighbourhood policing teams in all areas across England and Wales, responding to local problems and concerns and involving communities in how their areas are policed. The introduction of crime mapping and more local crime and community safety data being made available to the public, through on-line communications as well as through public meetings, means communities are more informed and better able to play an active part. The latest British Crime Survey figures⁴ show that public confidence in police and local councils to deal with anti-social behaviour

and crime issues that matter in the local area has grown by 5 percentage points since 2008.

3.5 Alongside the need to deliver local policing services, the police have responded to challenges related to the increased globalisation of crime, including organised crime networks, international terrorism, increased mobility and new technologies employed by criminals at home and abroad.

3.6 Meeting these challenges has required the development of new national structures, such as Europol and the Serious Organised Crime Agency (SOCA). It has also led to collaborations between forces through, for example, the development of regional intelligence units and asset recovery teams. New partnerships have been created with other law enforcement agencies and stakeholders. These new ways of working have driven improved methods for pooling information and intelligence, including the development of the Police National Database (PND), ViSOR (dangerous persons database) and organised crime group mapping.

4. Crime in England and Wales 2008/09, Volume 1, Findings from the British Crime Survey and police recorded crime, published July 2009, ISSN 1358-510X



3.7 The police have harnessed new technologies and major scientific developments to improve their forensic capability, including DNA analysis and speedier fingerprint matching. They have also adopted elements of behavioural sciences, such as offender profiling. They now have more access to the information they need when they need it, including through the use of mobile data devices, better radio communications and information systems which manage information about offenders. Overall, police investigations and intelligence gathering are now recognised as highly professional and complex processes requiring a range of knowledge, skills and expertise.

3.8 Improved procurement processes and business process design has helped the service to make real efficiencies while delivering a better service. The NPIA has supported individual forces to improve performance and is driving up standards and skills overall through its lead role in learning and development.

3.9 Progress has been made in strengthening leadership in the police at all levels. The High Potential Development Scheme has been introduced to identify the leaders of the future. The Equality Standard for Policing will ensure that we have a diverse service, attracting and retaining the best people. The National College of Police Leadership has been established as a centre of excellence in learning and development.

3.10 The NPIA was established in 2007 to contribute to increased public safety, acting as a central resource to simplify and streamline the way that policing improvement is delivered locally and nationally. It supports the police service and is accountable to its tripartite governance structure, as represented by the Home Office, ACPO and the APA. It fulfils this role by:

- delivering critical national policing services
- driving essential national standards
- providing professional expertise to local and national policing.

The NPIA has supported the service in all recent improvement initiatives and developed a new approach to managing the policing improvement portfolio, in order to maximise positive outcomes and cost effectiveness.

Purpose of the Strategic Framework

4. Purpose of the Strategic Framework

4.1 The framework is a statement of objectives for change, at a service-wide level, which the police service collectively endorses as of continuing importance to building capability. It identifies the longer-term objectives which underlie specific change programmes in policing. It pays particular attention to those which require change in the workforce, in infrastructure and in ways of working which can only be achieved through long-term commitment. The priorities identified in Building Capability should inform decisions about investment in improvement.

4.2 The National Policing Board (NPB), which includes members from the Association of Chief Police Officers, the Association of Police Authorities and the Home Office, judges how to manage policing priorities and deliver the service the public needs. The NPB has recognised that, for the police service to develop and sustain its capability to deal with change, it needs to take a long-term view. Building Capability supports this objective by:

- presenting a shared strategic view of priorities for improvement across the police service;
- aligning the programmes in the policing portfolio; and
- clarifying the relationships between the many change programmes.

4.3 The strategic framework brings clarity to a complex landscape of activity and will help the police service to meet its challenges over the next 10 years. It will be used to steer improvement activity so it all contributes to the achievement of common goals.



Structure of the Framework

5. Structure of the Framework

5.1 The framework is structured around seven areas for continuing capability development. The identification of these capabilities arose from the view within established organisational development models that organisations deliver services to the public, through **people** using information and knowledge in **processes** which deliver **outcomes**, and seek **efficiency** in the use of resources. It also recognises the particular importance of **leadership** in policing, including community leadership and leadership of the organisation, and the special demands of supporting **global security**, including terrorism and cross-border crime. Finally, fully effective policing is also dependent on the continuous improvement of services which are provided **nationally** in support of local delivery.

5.2 The seven areas for continuing capability improvement are:

- developing effective operational processes, practices and doctrine;
- enhancing global security;
- strengthening leadership in the service at all levels;
- developing the skills and professionalism of the workforce;
- improving the use of information, knowledge and science;
- continuously improving the delivery of support services;
- increasing the efficiency of service delivery by forces.

5.3 Table 2 sets out the ten-year vision for each area of capability improvement and the aims and objectives which will realise the vision.



Implementation Approach

6. Implementation Approach

6.1 Strengthening capability and achieving the supporting aims and objectives will need a consistent approach to the implementation of the police service's improvement projects and programmes.

Five cross-cutting themes have been identified to support this approach.

i. Building practice systematically on robustly evaluated evidence of what works

Improvement programmes must use the findings of the most robust research and evaluated experience available to develop future practice. They should have regard to the best available analysis of future trends in society, science and technology. Work on horizon scanning, sponsored by ACPO Futures and supported by the NPPIA, will be embedded into strategic thinking across the police service. There will be a clear set of priorities for future research and partners will work together to achieve them.

The NPPIA is developing a knowledge programme which will support the service in promoting the creation, assurance, sharing and use of evidence. The strategy will

promote ways of labelling products and their contents so the source of the knowledge and its quality is explicit. This will mean that decision makers can be clear about the extent to which the information reduces risk and where limitations still exist.

The Police Online Knowledge Area (POLKA) is becoming a major tool for knowledge management across the service. It includes an on-line knowledge repository and communities of practice, which allow groups to work together to share information, develop strategies and solve problems.

Building the service's knowledge of what works, including its ability to analyse and appraise evidence, contributes to capability improvement. Better knowledge management will thread the use of knowledge throughout the delivery chain, ensuring that decisions are based on knowledge and that learning from operational practice is recycled for testing and sharing.

ii. Establishing clear mandates and governance for all policing improvement programmes

For improvement strategies to be effective there needs to be clarity across the police service and amongst partners and stakeholders about the authority under which programmes are being taken forward and how these relate to the tripartite governance structures.

All programmes developed and approved for commissioning under this framework will have clearly articulated mandates and governance structures. These structures will be built in a way which maximises the opportunities for collaboration at all levels.





iii. Developing effective methods for improvement at the right levels

Public service improvement takes place at a number of levels within organisations. Within each capability area, there will be an understanding of how strategies and programmes relate to each level in policing. For this purpose, we have identified five principal organisational levels:

- the individual;
- teams and groups;
- forces and authorities;
- regional and other collaborations; and
- the police service.

Improvement activity is likely to be most effective when it operates at several of these levels and engages with partners at every level. Programme design should reflect consideration of how this can be achieved. For example, a programme might include elements of learning and development design for individuals, assisted implementation and peer-to-peer networking teams (such as Basic Command Units or neighbourhood policing teams), force planning and organisational change, and a change in service-wide priorities and governance, together with new ways of working with partners.

iv. Aligning finance and achieving outcomes through excellence in project and programme management, ensuring resources are allocated to priorities

The police service should continue to develop its capabilities in financial and programme management to bring about further improvement. This is especially important in a challenging funding environment. Value for money and the control of costs will be increasingly important elements of programme development.

The NPfA will support forces through a centre of excellence in project and programme management and in managing the police service Office of Government Commerce hub.

v. Eliminating unnecessary bureaucracy

All improvement programmes should contribute to the shared objective of reducing unnecessary bureaucracy. They should address the organisational structures, systems, processes and risk aversion which are currently its major causes.

Programmes should support police officers and staff at all levels to make the right decisions, on the basis of a sound appreciation of risk and the knowledge of effective practice.



Business Delivery within the Strategic Framework

7. Business Delivery within the Strategic Framework

7.1 This section sets out how the strategic framework will help the service to improve its capabilities by supporting the proper management of the policing change portfolio and commissioning processes.

7.2 The policing portfolio comprises all national policing change initiatives being proposed, in development or being delivered. The NPIA collates and regularly updates portfolio information. It also carries out horizon scanning to identify emerging challenges and opportunities which may impact on the portfolio.

7.3 Successful portfolio management depends on ensuring the right changes are made, without “business as usual” being adversely affected. This needs a shared view of priorities and objective, evidence-based decisions to allocate limited resources where they will achieve optimal impact. The NPIA supports the Policing Portfolio Group to embed this approach across policing and engage partners in the shared change agenda.

7.4 Robust and effective commissioning is at the heart of managing the police portfolio. It underpins long term capability improvement, enabling a more strategic approach to business delivery and planning. The principles of effective commissioning apply at every level from the national to the local.

7.5 The NPIA will use Building Capability to support commissioning proposals and decisions by mapping the portfolio against its agreed aims and objectives. This will identify duplications and opportunities to improve the sequencing, timing and alignment of workstreams. It will also highlight gaps in the portfolio, where further action is needed if the objectives underpinning a capability are to be achieved. The portfolio information will inform the police service and its partners as they commission new work and review current initiatives.

7.6 Policing improvement relies fundamentally on the experience and changing practice of those delivering policing services to the public and their willingness and ability to work together to maximise the positive impact of all that they do. Each of the partners in the governance and delivery of policing has a distinct role and

will be supported in playing it by the information contained within the portfolio and the strategic framework.

- The **Home Office** sets strategic direction and identifies national policing priorities.

The framework will both provide the backdrop for new policy development and commissions and inform officials and Ministers about related objectives. It will provide the basis against which to measure annual progress.

- **ACPO business areas** set the professional requirements for improvement.

The framework will enable ACPO leads to define and structure their work programmes and provide the context for their commissioning proposals. It will help to make clear which capability any proposal may support and identify what related activity is already in train.



- **Police Authorities**, represented by the APA nationally, provide local accountability, set local priorities and promote effectiveness and efficiency in police forces.

The framework will enable individual authorities to review their own forces' development programmes against the ten year aims and objectives and identify areas where greater efficiency and effectiveness may be built. It provides a context in which the APA may commission national improvement initiatives.

- The **Policing Portfolio Group (PPG)** is a sub-group of the National Policing Board, charged with managing the policing change portfolio by scrutinising, reviewing and providing advice on commissioning, planning and de-commissioning proposals.

All PPG decisions and recommendations will be informed by their relevance to achieving the aims and objectives of the framework and their fit with the existing portfolio.

- **Police forces**, led by Chief Constables, deliver the service and identify opportunities for improvement on the basis of engagement with the public.

Senior teams and change managers will refer to the framework, and related improvement activity within the portfolio, to inform development and consideration of proposals for force-level change in consultation with their police authorities.

- **HMIC**, in its role as fierce advocate of the public interest, identifies areas for performance improvement.

The framework will add context to inspections and reports and enable HMIC to focus forces on the right areas for building capability. HMIC inspections will also provide intelligence about the impact of capability improvement initiatives and the areas still requiring attention.

7.7 All potential commissioners of new work will have an overview of the change portfolio to help define their proposals and identify links and gaps. The Policing Portfolio Team in the NPJA will provide tailored views of the overall portfolio, focused on specific areas of interest, such as a policy, a capability or an ACPO business area. If work is proposed which does not clearly fit with the agreed aims and objectives of the framework, the assumption will be against proceeding.

Measuring Capability Improvement

8. Measuring Capability Improvement

8.1 The success of Building Capability will be gauged ultimately by the extent to which it enables the police to deliver better services to the public, reducing harm and risk and increasing reassurance and confidence.

8.2 The NPIA will review the framework annually and report on progress in building the capabilities. The review will include proposals for the development of any specific aims or objectives, in the light of emerging drivers or challenges. The capabilities and visions will remain constant. It will be carried out in consultation with the police service and partners and will be overseen by the National Policing Board.

8.3 The framework's aims and objectives will be achieved, in the main, through the successful delivery of major improvement programmes. Detailed monitoring and management will continue to take place through the delivery plans of the individual projects and programmes. These include:

- the Citizen Focus and Neighbourhood Policing Programme;

- the protective services programme;
- programmes to build capacity in relation to counter terrorism;
- the programme of support led by the International Policing Assistance Board;
- the People Framework for Policing, which includes the Ten-year Workforce Framework and the Police Leadership Framework;
- the Information Systems Improvement Strategy (ISIS);
- the Equality, Diversity and Human Rights Framework for the police service;
- the Equality Standard for the police service;
- programmes in support of subsidiary and collaboration;
- process improvement programmes, including Quest, assisted implementation and bureaucracy reduction; and
- continuous improvement of delivery of national services, in particular national databases and police learning programmes.

The NPIA's annual business plans and annual reports will include milestones and performance data, year on year, against current priorities as agreed with the tripartite bodies.

8.4 The annual progress report will include, as intermediate objectives, significant milestones which have contributed to the achievement of the framework's agreed aims and objectives. The role of the framework in supporting better management of the policing portfolio will also be reviewed.

The overall aim is to improve the service to the public. The progress made in building the seven capabilities will also be measured by existing performance indicators and final outcome measures. These will include the relevant Government's Public Service Agreements (PSAs), the police indicators in the Assessment of Policing and Community Safety (APACS), relevant efficiency savings, national statistics such as the British Crime Survey, and the HMIC's rounded assessments.

Consultation Process

9. Consultation Process

9.1 The NPIA conducted a consultation exercise in 2009 to inform the development of the strategic framework. Responses were received from a wide-range of individuals and organisations. The consultation feedback, as well as a series of seminars on operational processes, practice and doctrine, global security and information, evidence, knowledge and science, have helped to shape the framework.

9.2 The following organisations, members of the public, academics and individuals representing themselves from the organisations listed below, all provided feedback.

- Home Office
- Association of Police Authorities (APA)
- Bedfordshire Police
- Cambridgeshire Police
- Devon and Cornwall Police
- Dorset Police
- Essex Police
- Greater Manchester Police
- Gwent Police
- Hampshire Police
- Hertfordshire Police
- Kent Police
- Lancashire Constabulary
- Leicestershire Police
- Merseyside Police
- Metropolitan Police Service
- North Wales Police
- North Yorkshire Police
- Northamptonshire Police
- Northumbria Police
- South Wales Police
- Surrey Police
- Thames Valley Police
- Warwickshire Police
- West Mercia Police
- West Yorkshire Police
- Dorset Police Authority
- Greater Manchester Police Authority
- Gwent Police Authority
- Police Federation of England and Wales
- Police Superintendents' Association
- West Midlands Police Authority
- British Association for Women in Policing (BAWP)
- Christian Police Association
- National Association of Muslim Police
- ACPO Criminal Records Office
- ACPO TAM
- Ministry of Defence
- National Offender Management Service (NOMS)
- The Audit Commission
- UK Borders Authority (UKBA)

Contact Details

10. Contact Details

For more information on Building Capability – A Ten Year Strategic Framework, please contact the NPIA Policing Portfolio Unit:

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SW1H 0NN.

Email: ppt@npia.pnn.police.uk



Table 1 – Improving police service capability

Improving police service capability

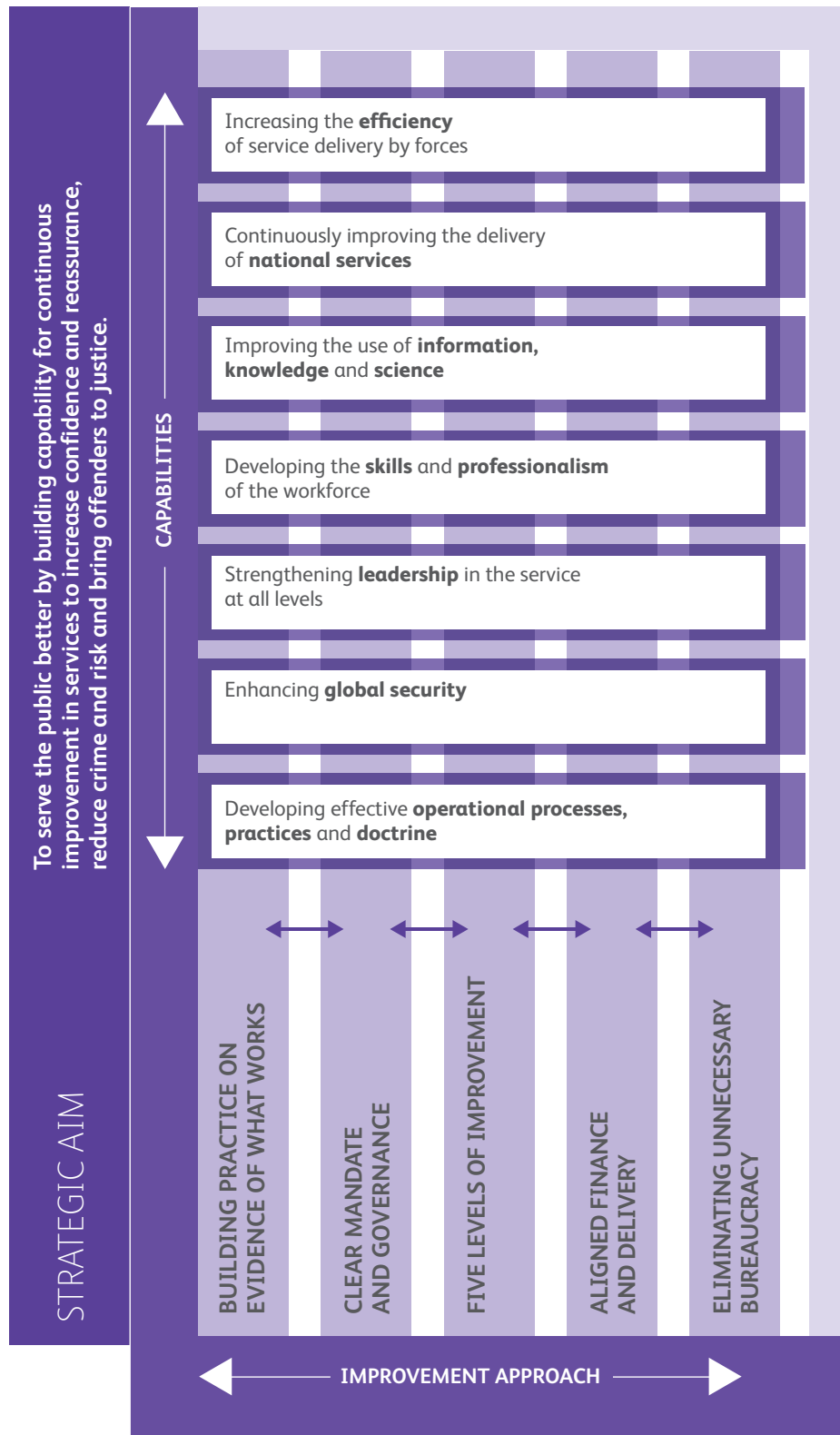


Table 2 – Capabilities, Aims and Objectives

1. Developing effective operational processes, practice and doctrine

Vision		
<p>Citizens are protected from harm and risk, and the police service is successful in preventing crime and bringing offenders to justice</p>		
Aims		
<p>The police service addresses capability and capacity issues in protective services including serious and organised crime and counter terrorism.</p>	<p>Officers and staff have confidence to make decisions based on a better use of evidence and evaluation of risk.</p>	<p>Fair policing practices are accepted by the public and delivered as part of a more integrated criminal justice system.</p>
Objectives		
<p>1.1.1 Support protective services with common assessment of threat and risk and national standards.</p> <p>1.1.2. Support the identification and disruption of organised crime groups.</p> <p>1.1.3. Respond to terrorism as part of the CONTEST framework.</p> <p>1.1.4. Improve the police service’s response to public safety, including in civil emergencies, major events and on the transport system.</p>	<p>1.2.1. Empower front-line staff to use their professional judgement and discretion within a framework of risk management, ethics and effective process.</p> <p>1.2.2. Learn the lessons from operational experience.</p> <p>1.2.3. Make knowledge available to front-line staff so that they can make confident and well informed decisions.</p>	<p>1.3.1. Build partnerships and public engagement to identify and solve local problems.</p> <p>1.3.2. Improve performance in reducing volume crime.</p> <p>1.3.3. Secure public acceptance for the development and use of policing methods through transparency and clear governance.</p> <p>1.3.4. Work with criminal justice partners to reduce harm to the public and win trust in the criminal justice system.</p>



2. Enhancing global security

Vision		
International partnerships enhance national security and citizen safety		
Aims		
Improved collaboration and joint operations with police forces and partners in other countries.	Increased capability and capacity of foreign states to counter shared threats.	Greater benefit from the experience of UK officers in international policing.
Objectives		
2.1.1. Improve information sharing with international partners. 2.1.2. Strengthen international partnerships to combat the threat of terrorism and serious organised crime.	2.2.1. Strengthen UK operational assistance overseas. 2.2.2. Work with multilateral organisations to build capability and capacity in other states.	2.3.1. Disseminate information and knowledge gained by UK police officers who have served overseas.



3. Strengthening leadership in the service at all levels

Vision	
Police leaders play an active part in the development of their organisations and local areas	
Aims	
Effective processes for attracting, identifying, promoting and deploying police leaders.	Excellent leadership development at all levels of the service.
Objectives	
<p>3.1.1. Talent management to enable future leaders to reach their full potential.</p> <p>3.1.2. Improved attraction, selection, development and promotion of under-represented groups to increase diversity at all levels of leadership.</p>	<p>3.2.1. Leadership capability based on knowledge and evidence of what works, to meet the challenges and complexity of policing.</p> <p>3.2.2. Development of the National College for Police Leadership as a centre of excellence and driver of continued improvement in learning and development.</p>



4. Developing the skills and professionalism of the workforce

Vision		
The police service deploys highly effective officers and staff who build public confidence and increase trust		
Aims		
The police service is an employer of choice.	Police officers and staff have the necessary expertise, professionalism and confidence to perform their roles.	Individual competence and professionalism supports organisational performance and public confidence.
Objectives		
<p>4.1.1. Encourage communities and education services to prepare those who aspire to join the police service.</p> <p>4.1.2. Improve the capability and capacity of people management in forces through engagement with, and professional leadership of, the HR community.</p>	<p>4.2.1. Develop the operational policing skills needed to work in an increasingly complex internal and external environment.</p> <p>4.2.2. Develop the business skills needed to manage human, technical and financial resources.</p> <p>4.2.3. Establish an accreditation framework for recognition of achievement and transferable skills.</p> <p>4.2.4. Create learning programmes which are informed by research and operational experience, with an emphasis on problem solving and building values.</p>	<p>4.3.1. Achieve and implement effective methods of auditing performance skills and prioritising skill gaps and shortages.</p> <p>4.3.2. Establish measures for the contribution of people development programmes to public safety and confidence.</p> <p>4.3.3. Identify future requirements for size, structure, capability and career paths of the police workforce.</p>



5. Improving the use of information, knowledge and science

Vision			
Citizens are confident that policing makes systematic use of information, knowledge and science			
Aims			
Citizens have access to the information they need as empowered service users.	Effective collaboration between criminal justice, emergency service, local partners and citizens.	Policing decisions supported by secure and efficient information systems.	Policing practice based on evidence of what works and informed by developments in science and technology.
Objectives			
<p>5.1.1. Provide more information to citizens about national and local crime and criminal justice system activity.</p> <p>5.1.2. Increase public confidence that information held by the police is handled in accordance with the principles of information assurance.</p>	<p>5.2.1. Build police forces' ability to share information with criminal justice agencies and local partners.</p> <p>5.2.2. Improve interoperability of information systems with criminal justice, emergency services and police forces.</p>	<p>5.3.1. Reduce costs and time to deployment through a convergent approach to information systems development.</p> <p>5.3.2. Empower front line officers and leaders to create, share and use knowledge about effective policing practice.</p>	<p>5.4.1. Build the policing knowledge base through quality assured research, analysis and evaluation.</p> <p>5.4.2. Harness scientific and technological advances, including those made in other sectors.</p> <p>5.4.3. Promote innovation through collaboration with government, universities, industry and other public services.</p>



6. Continuously improving the delivery of support services

Vision		
Support services for forces are efficient, effective and delivered at the right level		
Aims		
National support services open to effective scrutiny and oversight.	The efficiency and effectiveness of national services delivered to police forces will continuously improve.	Services are delivered at the most effective and efficient level.
Objectives		
<p>6.1.1. Implement transparent governance arrangements and consistent practices for the collection and retention of information in national systems.</p> <p>6.1.2. Implement reliable information assurance programmes in the national systems.</p> <p>6.1.3. Manage the collection, use and destruction of data according to lawful and transparent principles.</p>	<p>6.2.1. Implement quality regimes based on externally recognised standards for service delivery.</p> <p>6.2.2. Develop the skills and knowledge of those delivering the services and of those using them in forces.</p>	<p>6.3.1. Co-operate with partner organisations in developing and using national services.</p> <p>6.3.2. Deploy new services more quickly through better procurement.</p> <p>6.3.3. Ensure that the Police National Computer has the resources needed for its continued role as a platform for national information services.</p>



7. Increasing the efficiency of service delivery by forces:

Vision		
The police service maximises resources for front-line delivery to meet the needs of citizens		
Aims		
Resources are invested in activities which are effective and valued by the public.	The cost of services supporting front-line delivery is kept to a minimum.	Efficient deployment of the police workforce.
Objectives		
<p>7.1.1. Embed resource management principles throughout the service basing resource decisions on evidence of what works.</p> <p>7.1.2. Support robust governance mechanisms to hold forces to account for resourcing decisions.</p> <p>7.1.3. Implement principles for income generation which are perceived by the public as legitimate.</p> <p>7.1.4. Promote business process improvement.</p>	<p>7.2.1. Buy goods and services in the most efficient way.</p> <p>7.2.2. Implement collaboration between forces and shared services with partners where evidence suggests it will reduce costs.</p> <p>7.2.3. Implement comprehensive approaches to capital management in forces.</p>	<p>7.3.1. Manage supply and where possible demand for scarce police resources.</p> <p>7.3.2. Match the skills of officers and staff to roles which provide the most effective and efficient delivery of the service.</p> <p>7.3.3. Enable workforce efficiencies through the deployment of technology.</p> <p>7.3.4. Identify opportunities for the greater use of special constables and police volunteers.</p>

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