

# NPIA

## NPIA CAPABILITIES

The plan is built upon seven capabilities identified in the NISP.

These are:

- **Strengthening leadership in the service at all levels**
- **Developing the skills and professionalism of the workforce**
- **Implementing effective operational processes, practice and doctrine**
- **Increasing the efficiency of service delivery by forces**
- **Transforming the way information, evidence, knowledge and science is used**
- **Continuously improving the delivery of national services**
- **Enhancing the UK's role in global security.**

## FOR MORE INFORMATION

If you would like to know more, the full business plan can be downloaded from our website:

[www.npia.police.uk/corpdocs](http://www.npia.police.uk/corpdocs)

## PLAN OF ACTION

On the inside pages you can see what we plan to do and how this supports improvements in policing.

The police service faces many challenges in the year ahead and our business plan has been created to help meet those challenges. The business plan should help you see how and where we contribute to improving public safety.

The National Policing Improvement Agency (NPIA) was formed in April 2007, its purpose being to make a unique contribution to improving public safety.

It is a policing organisation acting as a central resource to the police service, working for ACPO (Association of Chief Police Officers), APA (Association of Police Authorities) and the Home Office to improve the delivery of policing.

As well as bringing improvements into the police service, the NPIA is responsible for managing national infrastructure and supporting the introduction of the best ideas from outside policing.

The NPIA is a non-departmental public body and is sponsored and funded by the Home Office. It is police-owned and police-led; with representation on the National Policing Board and an executive leadership drawn from the police service.

**Everything the NPIA does is aimed at improving public safety.**

## NPIA priorities 2009–2010

# Supporting policing – improving public safety



# Towards 2010

## PUBLIC SAFETY

The NPIA's purpose is to make a unique contribution to public safety. Our business plan for 2009-10 sets out what we're going to do to achieve this and the objectives against which our performance will be measured.

It has been developed against a backdrop of changes to the police service and in society due to the economic slowdown. These things mean we need a business plan that is flexible and far-sighted.

## NATIONAL STRATEGY

Last year we promised to develop a strategy to cover all our work. The resulting National Improvement Strategy for Policing (NISP) is what we have based our business plan on. The aim is that NISP will help our partners in ACPO, APA and the Home Office to take a long-term view about the police service people need and want.

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INVESTOR IN PEOPLE



# Business Plan 2009–2010

NPIA performance under the seven capabilities supports improvements in policing and contributes to increased public safety.



## Delivery objectives and key performance indicators

### Strengthening leadership in the service at all levels

Talent management  
High Potential Development Scheme (HPDS)  
National College of Police Leadership

### Developing the skills and professionalism of the workforce

Ten-year workforce plan  
Simplified competency framework

### Implementing effective operational processes, practice and doctrine

Equality and diversity strategy  
Protective service standards  
Neighbourhood policing  
Citizen focus  
National contact management  
Capability support function

### Increasing the efficiency of service delivery by forces

Mobile devices  
Procurement  
Reducing bureaucracy

### Transforming the way information, evidence, knowledge and science is used

Knowledge management  
Forensics  
ISIS  
DNA Database  
IMPACT

### Continuously improving the delivery of national services

Improved Serious Crime Analysis Section (SCAS)

### Enhancing the UK's role in global security

Support the Prevent agenda (CONTEST)  
Support to tackling serious and organised crime  
Schengen Information System II

**Talent management**  
We will develop a new national talent management process for forces and support its implementation by March 2010. This will help the service identify a cohort of leaders with the right skills, knowledge, attitudes and diversity to meet its future needs.

**High Potential Development Scheme (HPDS)**  
We will re-design the High Potential Development Scheme ensuring that we encourage under-represented groups and work with forces to support them in the development of their approach to talent management by March 2010.

**National College of Police Leadership**  
We will have established a national framework for leadership development for officers and staff at superintendent (or equivalent) level and above, within a National College of Police Leadership, by March 2010. This will help equip officers

and staff at superintendent (or equivalent) level with the skills needed to deal with complex operational and policy issues.

**Ten-year workforce plan**  
We will complete the development of ten-year workforce planning and modelling tools for forces by March 2010. This will make it easier for forces to plan and deliver the organisation they need.

**Simplified competency framework**  
We will establish a new police professional framework to replace the Integrated Competency Framework (ICF) by December 2010. This will help forces deliver more effective HR processes and policies for recruitment, performance review and development, and savings in officer and staff time.

**Equality and diversity strategy**  
We will develop tools and guidance for forces and support them to integrate equality and diversity activities and outcomes by December 2009. This will

provide forces with consistent guidance on the outcomes of equality and diversity activities, driving performance improvement and helping forces to meet inspection requirements.

**Protective service standards**  
We will develop tools and guidance for protective service standards by March 2010 and support their implementation across the service until March 2011. This will help ensure all forces and authorities in England and Wales have an improved capability and capacity to manage threats to public safety.

**Neighbourhood policing**  
We will support forces in maintaining and developing the neighbourhood policing standard. By June 2009 we will provide: seven regional events for over 1200 policing practitioners; practice guidance and field support to assist in embedding accessibility; and effective engagement and collaborative problem solving. This

will increase the number of forces who successfully meet or exceed the standard and ensure no force fails to meet the standard.

**Citizen focus**  
We will assist the implementation of the citizen focus standards in all forces. This includes helping forces meet or exceed the four hallmarks of: understanding people; understanding services; designing services; and delivering services.

**National contact management**  
We will launch the ACPO National Contact Management Strategy to all forces by December 2009 and help implement it in all forces by March 2011. This will improve contact between the public and the police and help in the delivery of a citizen-focused service.

**Capability support function**  
We will have in operation a capability to assist and support forces and police authorities with improvement plans that

may be required following the new-style HMIC inspection process or other performance assessment by June 2009. This will improve capability as evidenced by HMIC re-inspections.

**Mobile devices**  
We will support forces to deploy a total of 30,000 mobile devices by March 2010. This will allow front line officers to access information more quickly and easily, resulting in a more efficient service.

**Procurement**  
We will co-ordinate and facilitate a national approach to managing the top ten goods and managing suppliers approved by the ACPO Procurement Portfolio Board. Savings from this approach will be realised in police force budgets over a two-year rolling programme.

**Reducing bureaucracy**  
We will deliver savings in relation to the processes identified in the report, Reducing

Bureaucracy in Policing, published in spring 2009. This will reduce the waste and burden on forces caused by unnecessary bureaucracy.

**Knowledge management**  
We will design and deliver an interactive online resource for access to quality assured policing knowledge by March 2010. This will ensure policing knowledge is accessible to staff and officers who need it, when they need it and in a form that helps them with decision making.

**Forensics**  
We will improve forensic services by: delivering a national footwear reference collection; facilitating in the remote transmission of crime scene marks and in drug testing in custody; and providing doctrine to improve the quality of forensic sampling. Together this will deliver at least £9 million of cashable and efficiency benefits.

**ISIS**  
We will implement the ISIS delivery programme for 2009–10. This will make ICT improvements at national and force levels better co-ordinated, less expensive and deliver effective support to policing.

**DNA Database**  
We will provide an improved DNA Database by March 2010. This will be a more secure platform resulting in easier disaster recovery and legal compliance in the collection and use of data.

**IMPACT**  
We will build and test the Police National Database (PND) and support this by delivering the PND Code of Practice by March 2010. We will commence deployment of PND by December 2010. This database will help improve counter terrorism, crime prevention and disruption of criminal activity.

**Improved Serious Crime Analysis Section (SCAS)**  
We will review, refine and carry out

improvements to SCAS by March 2010. This will improve the speed and quality of analysis and advice provided to forces.

**Support the Prevent agenda (CONTEST)**  
We will support the implementation of the Prevent strand throughout 2009. This will better equip forces to deliver relevant parts of Prevent within the CONTEST strategy.

**Support to tackling serious and organised crime**  
We will publish guidance in key areas and support the implementation of the guidance in police forces by March 2010. This support will improve forces' response to serious and organised crime in line with the HMIC inspection findings.

**Schengen Information System II**  
We will develop the SIS II system. This will provide law enforcement agencies with access to the most comprehensive EU-wide database on crime and criminals.

## Services

### Information services

- > Airwave
- > Automatic Number Plate Recognition (ANPR), Back Office Facility (BOF) and National ANPR Data Centre (NADC)
- > Criminal Justice (ExISS) Links
- > Fingerprint Identification Database (IDENT1)
- > Geographical Information Systems
- > Information Assurance and Accreditation

- > IMPACT Nominal Index (INI)
- > JTrack
- > Linked Casualty Bureau (CASWEB)
- > Linked major incident rooms (MIRWEB)
- > Linked major enquiry system (HOLMES 2)
- > Microfiche Archive (NIS)
- > National Ballistics Intelligence Service Database (NABIS DB)
- > National DNA Database (NDNAD)

- > National Firearms Licensing Management System (NFLMS)
- > National Management Information System (NMIS)
- > National Police Library
- > National procurement of software licences
- > NPIA Digest
- > NSPIS Command and Control management systems

- > Origin (NSPIS HR)
- > Penalty Notices for Disorder System (NES)
- > Police National Computer (PNC)
- > Police Information Infrastructure Portfolio
- > Police National Network (PNN3)
- > Vehicle Procedure and Fixed Penalty Office (VP/FPO)
- > ViSOR (Dangerous persons database)

### Operational policing services

- > Assisted Implementation
- > Central Witness Bureau
- > Consultancy and Advice
- > Crime Operational Support
- > Driver Offender Retraining Scheme
- > Equality, Diversity and Human Rights
- > Missing Persons Bureau
- > National Injuries Database

- > National Strategic Assessment
- > National Vehicle Fleet and Aviation Procurement
- > Proceeds of Crime Centre
- > Professional Practice
- > Research, Analysis, and Information
- > Serious Crime Analysis Section (SCAS)
- > Specialist Operations Centre
- > Uniform Operational Support
- > Witness Intermediary Scheme

### People and development services

- > Recruitment Assessment: Officers, PSCOs, Specials
- > Initial Police Learning & Development Programme (IPLDP)
- > Exams & Assessment: OSPRE, PNAC, SPNAC
- > Learning & Development Services

- > National Covert Training
- > National & International Leadership Development and services
- > National Senior Careers Advisory Service
- > Police Service Employment Advice
- > Support to the HR Training & Development Community
- > Police National Search Centre