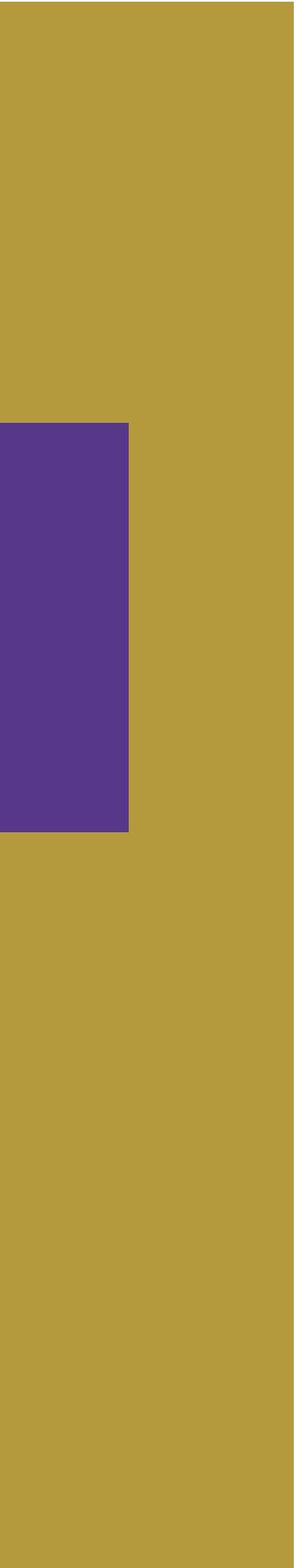




National Policing Improvement Agency Annual Report and Accounts 2008/09





National Policing Improvement Agency
Annual Report
and Accounts 2008/09

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Tel **01256 602358**

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NPIA
Bramshill
Hook
Hampshire
RG27 0JW

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Foreword

By the Chairman of the Board

As the NPIA completes its second year of operation I am pleased to reflect on the advances we have made in 2008/09. The period has again been very challenging, with a number of key reports published such as the Policing Green Paper and the Flanagan Review. These have provided clear messages for priorities and requirements that will direct the agenda for improving policing in the future.

The NPIA's role is central to the successful realisation of these priorities and through the progress we have made over the last two years in areas such as the Neighbourhood Policing Programme and Leadership Development, for example, it is already evident how our work supports these aims.

Further to this, we have been developing the National Improvement Strategy for Policing in consultation with the service and our stakeholders. This will provide the capacity to plan and prioritise these long-term changes in policing on a national scale.

The agency has now completed the difficult work of integrating its internal systems ensuring that activities are managed in the most efficient and cost-effective way. Taking into account the current economic climate and the pressures this has caused on the UK economy and on resources available across the public sector, we have strengthened our capability to drive efficiency internally to meet the many challenges and continue to deliver a high quality service.

We have continued to deliver essential services such as the Police National Computer and the Airwave communications system to a very high standard, in many cases exceeding our targets.

I would like to thank all NPIA staff and Board members for the effort they have made towards the real progress gained this year. We will now continue into 2009/10 seeking to build upon our successes of this year and to further improve the support that we provide to policing.

PETER HOLLAND CBE DL
Chairman of the NPIA

MANAGEMENT COMMENTARY



Overview of Performance

This has been a significant year for police reform. Prominent amongst developments in the last 12 months is the Policing Green Paper¹, but there have been a number of other key reports steering further reform in the policing landscape including reviews by Louise Casey² and Sir Ian Magee³. Together, these key documents reflect a rightful emphasis placed on improving community safety, and on improving how information is managed, protected, and used by the police service and its partners.

The work of the NPIA continues to be critical to the delivery of these improvements. Our Neighbourhood Policing Programme now brings together Neighbourhood Policing and Contact Management with a citizen focused approach. The scope of the programme has

now been expanded to include elements from the evolving police reform agenda such as Crime Mapping, the Policing Pledge and Olympics engagement work. The programme will continue to co-ordinate the national identification of effective practice, and use our improved operational delivery structure to ensure that all forces benefit

The Policing Green Paper makes it clear that the Government wants to see more concentrated work on developing the professional skills of those who work in policing. There is particular emphasis on effective and capable leadership at all levels. Again, this is core NPIA territory. The NPIA People and Leadership strategies now provide national frameworks within which much of this work sits. There is also an important role for the NPIA in reviewing the skills needed by

new constables along with an assessment of the experiences they should have in their formative years. Planned growth in the Special Constabulary will involve the NPIA closely in national strategies for recruitment and development in this area. Many of the NPIA's intermediate and senior leadership programmes will again be reviewed and updated to ensure they remain fit for 21st century challenges in policing. We will seek to further strengthen leadership next year through establishing a new National College of Police Leadership at our Bramshill site and developing a national talent management system that will help identify potential leaders for the future.

Working closely with the service, the NPIA has already developed a number of key long term strategies to change the face of policing over

¹ From the Neighbourhood to the National: Policing Our Communities Together available at www.homeoffice.gov.uk

² Engaging Communities in Fighting Crime by Louise Casey, available at www.cabinetoffice.gov.uk

³ Review of Criminality Information by Sir Ian Magee, available at www.homeoffice.gov.uk

the next ten years and beyond. These include the Information Systems Improvement Strategy (ISIS), the People Strategy and the Leadership Strategy. The outcomes of these strategies are commensurate with the overall aims of the National Improvement Strategy for Policing (NISIP), which, as explained in our Business Plan 2009/10, we have been developing during this year. This forward-looking strategy outlines a long term context for policing improvement. Through supporting the seven capabilities of the NISIP, the portfolio of work we provide will help to deliver against emerging policing priorities within a structured framework.

We have secured some real achievements throughout this year, including completing the roll-out of the Airwave radio system to all 125 sub-stations on the London Underground five months ahead of schedule, the delivery of over 10,000 hand held mobile devices to front line police officers ahead of schedule, and establishing the National Forensic Framework Agreement. However, the most important assets in policing are the people who do the job, and so we have delivered a revised programme for the Strategic Command Course that is better focused to help leaders meet the difficult business challenges of the current and future policing environments. We have also demonstrated our investment in the future of policing skills with the launch in 2008 of a new state-of-the-art forensic training facility at our Harperley Hall site.

As well as these specific improvements, we have continued to support forces day-to-day through the high quality provision of mission-critical national police services, which make up a significant part of our business. These include information systems such as the National DNA Database, ViSOR Dangerous Persons' Database and the Police National Computer, which this year reached its 35th anniversary. All these services have exceeded their yearly availability targets.

We have really started to come of age as an organisation this year, delivering some major improvements to systems and training programmes to assist the police service in the delivery of its commitments towards stronger and safer communities. We now look forward to building upon these successes in 2009/10 and have some significant pieces of work in progress such as the IMPACT programme. This will build the Police National Database, which will increase the speed that forces can access information. The Schengen Information System II programme has now had Home Office Group Investment Board approval and when completed will enable UK police forces to access a European data system holding information of a type similar to that held on the Police National Computer.

We are acutely aware of the pressures that the recent global economic downturn brings and as an agency have matured in our financial management, instigating a re-positioning of our own resources in order to ensure value for money and help forces

to deliver against their Policing Green Paper commitments. This repositioning has included the initiation in 2008/09 of a robust approach to ensure that spend on contractors and consultants is appropriate and controlled. The nature of the agency's work, in particular the speciality and the number of time-limited and IT projects, means there will always be a level of interim labour for specific one off work. However, we will continue to reprioritise resource on essential frontline activities and supporting key priorities.

The economic pressures present a considerable challenge given the demand for our services and programmes.

We are ready for this challenge, having consulted extensively with the tripartite partners. This is reflected in the stretching but achievable objectives we have agreed in our Business Plan 2009/10. I look forward to working with colleagues and partners to achieve the delivery of these goals. I would like to thank all NPJA colleagues for their continued efforts and commitment, making it possible for the agency to provide policing with the support it seeks from us.

**CHIEF CONSTABLE
PETER NEYROUD QPM
Chief Executive and
Accounting Officer**

**National Policing
Improvement Agency
30 June 2009**

Operational Performance

The NPIA has continued to deliver nationally a range of operational services to police forces. These provide them with the critical day-to-day support that the police service and other partners need to be responsive to the public and carry out their roles efficiently and professionally. These are some examples of our operational services:-

Automatic Number Plate Recognition (ANPR)

ANPR is the surveillance capability that uses mobile and fixed road-side sensors to read vehicle number plates and instantaneously cross-match them with information and intelligence held on the Police National Computer and linked systems

- 25,000 hits per day against the ANPR database that generate a transaction against the PNC
- Officers responding to ANPR activations deliver three times more offences brought to justice

IMPACT Nominal Index

INI is a national index of 59 million records. It provides a searchable list of names appearing in key operational systems, to improve the management and sharing of information and intelligence across the police service.

- 66 UK organisations now access the index.
- The number of records held on INI has increased significantly from approx 61 million in April 2008 to approx 69 million in March 2009.
- The number of searches on INI has seen an increase from 42,747 (April 2008) to 78,912 searches conducted in March 2009.

ViSOR Dangerous Persons' Database

ViSOR provides a UK-wide shared database of information and intelligence on dangerous persons, making full details visible to officers wherever an offender travels.

- There are now over 77,000 nominal records of named individuals maintained on the database, allowing police forces, prison and probation services to access ViSOR to jointly manage those individuals who pose a risk of serious harm.

Police National Computer (PNC)

The national information system used as a critical tool by the police and law enforcement agencies, run by the NPIA.

- The PNC holds over :
 - 9.2 million nominal (people) records
 - 52 million driver records
 - 55 million vehicle records
- PNC usage in the 12 months ending April 2009 was approximately 185 million transactions

Missing Persons Bureau

The Missing Persons Bureau works with the police and related organisations to improve the services provided to missing person's investigations and to increase the effectiveness of the police response. The Bureau acts as the centre for the exchange of information connected with the search for missing persons nationally and internationally.

- The Missing Persons Bureau provides advice and assistance to forces on individual cases. For example, the Bureau assisted Humberside police force regarding the Laura Stainforth abduction, an abducted 15-year-old who was found with 49-year-old Robert Williams in Lille. The Bureau negotiated with French Authorities, on behalf of Humberside, to request a Child Rescue Alert to be issued. This scheme was trialled by the Bureau in November 2008 and allows better co-ordination of response to cross-border investigations.

National DNA Database

The DNA Database is used by the police to identify offenders and eliminate people from enquiries.

- On average, the database provides the police with over 3,100 suspect-to-scene matches each month
- John Pope, 59, was convicted in February 2009 of killing Karen Skipper as she walked her dogs along a river bank. Pope's DNA had been taken in 2006 after he was arrested for an unconnected matter and was found to match the DNA in a tiny speck of blood on Karen's jeans. He was sentenced to a minimum term of 19 years.
- In 2008/09, an estimated total of 34,280* crimes were detected in which a DNA match was available and/or played a part in solving the crime, a projected increase of four per cent on 2007/08.
- Between April 1998 to September 2008, there have been approximately 290,000 detections in which a DNA match was available using the NDNA Database or played a part in solving the crime.

* Based on actual figures for Q1- 2 of 2008/09 projected for the full year

Airwave

The availability of this essential police radio system for the year to April 2009 was above target at 99.93 per cent. It is the secure mobile digital radio replacement for conventional analogue radios allowing fast transfer of information and images between patrolling officers and their stations. National services such as British Transport Police, the Scottish Drugs Enforcement Agency and other Emergency Services are amongst those who now have access to a system that can operate nationally and integrate with local forces. It will support integrated responses to major disasters and incidents.

- Airwave has now been rolled out to the entire London Underground network, allowing police officers to move seamlessly from above to below ground. This enables police forces to better protect the public by responding to major incidents and events wherever they are on the network; the Airwave system is available to all the emergency services.

Specialist Operational Support

Specialist Operational Support provides specialist advice and support / assistance to Senior Investigating Officers dealing with serious crime investigations including murder, rape, series and serious sexual offences, abduction, suspicious missing persons and no body murder investigations. Other investigations will also be supported depending on the nature of the crime, its uniqueness and the availability of resources.

- In 2008/09 Specialist Operational Support dealt with over 9,000 enquiries from Forces. These enquiries included 788 murder cases, 355 unexplained death cases, 236 rape cases and 251 serious sexual offences cases.

IDENT1

IDENT1 is the national repository of finger and palm prints taken from offenders to be matched against prints found at scenes of crime.

- Produces 85,000 identifications a year from crime scene prints, assisting the police service in carrying out investigations
- Verifies over 1.5 million arrestee identifications per year
- Checks more than 2,000 identities from Lantern mobile devices per month saving officer time
- Checks over 40,000 identities per week for the UK Border Agency, helping to ascertain if visa applicants are known by UK police.

Serious Crime Analysis Section (SCAS)

The NPJA's SCAS team hold a unique national dataset comprising the details of approx 14,000 serious sexual offences and murders (including information relating to approx 7,000 suspects and offenders).

- In 2008/09, over 350 SCAS analytical reports were produced in support of investigations into serious sexual crime.
- 65 per cent of analytical reports produced, for criteria cases and meeting codes of practice, contained the details of similar cases and/or nominal intelligence, providing investigators with further lines of enquiry.
- Assisted numerous high profile investigations with the prioritisation of familial DNA lists.

Our Contribution to Improving Policing 2008/09

INTRODUCTION AND KEY PERFORMANCE INDICATORS

In our 2008/09 Business Plan, we set out what we would deliver for 2008/09 against eight improvement priorities:

- I Serious and Organised Crime
- II Protective Services
- III Counter Terrorism
- IV Trust and Confidence
- V Efficiency and Productivity
- VI Information and Intelligence Management
- VII Criminal Justice
- VIII Leadership

During our planning process for the 2008/09 financial year, we mapped the services, projects and programmes against each of these areas and used Key Performance Indicators (KPIs) to measure the progress of our delivery. This alignment is shown in the 'NPIA in Summary 2008/09' diagram in Appendix A. This approach has been superseded by our development of the National Improvement Strategy for Policing.

We have continued to monitor and report internally on progress against these KPIs throughout the year. We provide the NPIA Board with regular reports and publish end of year performance information in this Annual Report.

SUMMARY OF KEY PERFORMANCE INDICATORS



External KPIs

This year, we completed the work towards all 36 external KPIs, achieving no less than 21 out of 36 by their agreed target date. Where particular circumstances have impacted on the original agreed target, the NPIA's Operating Board agreed a revision of the due date, and this decision was subsequently ratified by the NPIA Board. We achieved three KPIs against a revised target.

Six KPIs were completed by the close of the financial year, albeit not within the published target date. We completed the work for a further two KPIs for all activities that were in the NPIA's control.

Four of our KPIs were not scheduled to complete within this financial year. Two of these are agreed revised target dates. All are on target to complete by their due dates.

A full list of the external KPIs and a breakdown of their status as at 31 March 2009 can be found at Appendix C.

Performance against the targets that we achieved this year has been explained in the following section against each of the seven capabilities of the National Improvement Strategy for Policing. All of these indicators included a timed milestone or percentage target.

Internal KPIs

A substantial number of internal KPIs for 2008/09 were agreed internally and set against objectives under: People, Diversity, Finance, Procurement, Estates, Emergency Response, Technology, Communications and Standards.

This year, we completed 30 out of 51 internal KPIs. Some of these are delayed owing to resourcing contractual and partnership issues. Others have been absorbed into new work being developed this year.

Delivery against the National Improvement Strategy for Policing

As agreed in our Business Plan for 2008/09, the NPIA has been developing the National Improvement Strategy for Policing (NISP).

The police service remains committed to continuous improvement and to building its ability to deliver the service that the public wants. In times when the task is changing and budgets are constrained, it becomes all the more important to have an agreed view within the service of priorities, and to ensure we do not lose sight of the long term development programmes that will be the basis for lasting improvement.

The NISP is a statement of that long term view. Commissioned by the National Policing Board, the improvement strategy sets out priorities for policing improvement programmes over a ten-year horizon. It is a strategy for improving the capability of police forces to deliver against the local and national priorities which are set by communities, police authorities and central government.

The improvement strategy is built on programmes that are largely already part of the portfolio of police change programmes such as the Leadership and People Strategies, the National Intelligence Model (NIM) and the Information System Improvement Strategy (ISIS). It is a framework for establishing how these programmes support one another, and a basis for avoiding duplication and conflict between them. The success of the improvement strategy will be in getting agreement on what the most important long term priorities for capability improvement are and in ensuring that they remain aligned and supportive of changing requirements.

This is a national improvement strategy. Its principle focus is on programmes and services which are being developed nationally for the police service. Many of these programmes are delivered by the NPIA on commission from the service. A further measure of success will be the extent to which the improvement strategy also establishes effective relationships

with other national programmes which affect policing, which may be led by other police agencies (in some instances by lead forces), by partner agencies in the criminal justice system, international partners or in other areas of government.

The NISP identifies seven areas of capability:

- 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**

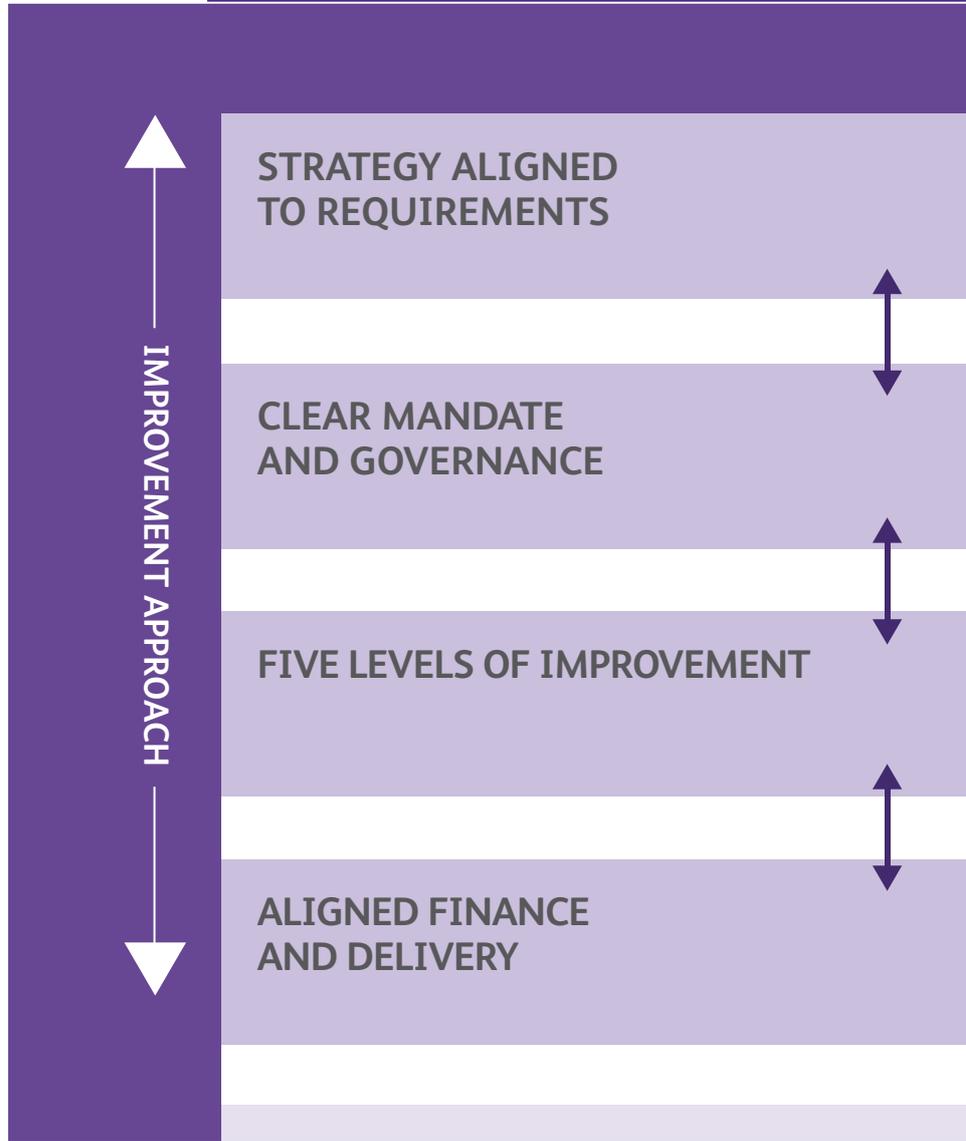
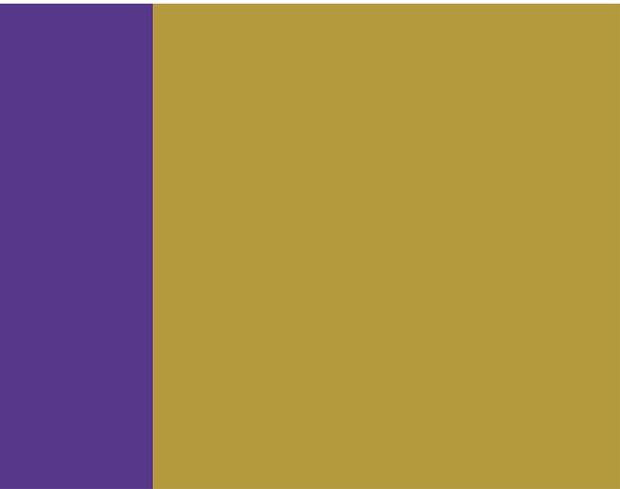
The improvement strategy also identifies a number of common approaches across the improvement portfolio:

- Aligning strategy to requirements by bringing together horizon scanning, evidence and lessons learned, and building the service's capability in research and analysis
- Establishing clear mandates and governance for all policing improvement programmes
- Developing effective methodologies for improvement at five levels: the individual; teams; forces; regional and other collaborations; and the whole service and its partners
- Aligning finance and achieving effective delivery through excellence in programme and project management

The seven capabilities and cross-cutting themes are set out in the diagram overleaf.

Improving Police Service Capability

STRATEGIC AIM



To serve the public better by building capability for continuous improvement in services to increase confidence and reassurance, reduce crime and risk and bring offenders to justice.

CAPABILITIES

Increasing the **efficiency** of service delivery by forces

Continuously improving the delivery of **national services**

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

Developing the **skills and professionalism** of the workforce

Strengthening the **leadership** in the service at all levels

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

Implementing effective **operational processes, practice, and doctrine**

Leadership



The Leadership capability is the part of the strategy that will help to equip the police service with the necessary leadership skills at all levels and across a range of roles and ranks. It will help ensure that the highest calibre of police leaders is on our streets, instilling confidence in the public and improving community safety.





In 2007/08 we developed an approach for current and future police leadership called 'Leading Policing: A Strategy for the 21st Century'. This was the result of wide consultation and having received National Policing Board approval, the NPIA is now tasked with its implementation. This Leadership Strategy sits under the umbrella of the People Strategy within which there are a number of key dependencies with other projects. These include the review of the Integrated Competency Framework and the review of recruitment and selection.

Since the approval of the Leadership Strategy, we have commenced delivery of a new approach to police leadership development. The first cohort of the revised High Potential Development Scheme was introduced in October 2008, a target that we successfully achieved. The NPIA has selected

Warwick Business School with which to work jointly to develop and deliver this academic programme for our future police leaders.

We supported the police service to identify future police leaders by delivering the senior Police National Assessment Centre (PNAC) at the NPIA's Bramshill site for the first time, making cost efficiency savings in the running of the event compared with the previous provider.

The highest ever number of candidates presented at this level of assessment has meant that the NPIA was able to offer places on the Strategic Command Course to a record 67 police officer and staff candidates. We have updated the Strategic Command Course programme with necessary components in relation to finance, business skills, ethics and contemporary policing issues,

and the revised programme is now being delivered.

We have sought to improve the design and delivery of the senior police selection products and to keep our services as up-to-date and relevant as possible; we have continued to consult with the police service and our partners on the development of our training modules. This year, to help increase the number of Chief Officers, Police Authority and Non-Service Members involved in the development of these products, NPIA Examinations and Assessment unit held eight Senior Selection Assessor training courses. These have allowed us to engage with community members about exercises developed for the Police National Assessment Centre and Senior Police Staff Assessment, in order to ensure there is a strong citizen focus.

We have continued to develop our courses regarding leadership skills, and in June last year we introduced the UK's first Positive Action Leadership Programme dedicated towards all officers and police staff from under-represented groups, regardless of rank or grade. The Positive Action course, and the Leadership Development for Senior Women course are intended to help redress disadvantages traditionally experienced by under-represented groups by providing career development opportunities to those from such groups. The course will aim to develop a more representative workforce by encouraging individuals to remain in the service and seek development opportunities and progression.

The first National Gold Firearms Command Training was completed this year, an approach to counter terrorism training for senior decision

makers. It was successfully piloted and planned into our Learning Programmes schedules for monthly delivery from April 2009, and includes e-learning, discussion, presentations, immersive learning and assessment leading to accreditation.

Chief Officers and senior managers have a lead role to play in gaining public trust and confidence whether in the fight against serious, organised crime or crime at the Neighbourhood level. The visible implementation and promotion of practices to ensure offenders do not benefit from their criminal activities, such as proceeds of crime and financial investigation, increases public reassurance as does the use of the legislation as an essential investigative tool used to solve a wide range of policing problems. To date, the NPIA has accredited 2,200 financial investigators across law enforcement, whose cases have

resulted in approximately £140 million being recovered from the proceeds of crimes in 2008/09. Through the NPIA Leadership Strategy, we will now work to ensure that these officers recognise the value of Proceeds of Crime legislation and the opportunities it affords their force.

Objectives for the coming year include the establishment of the National College of Police Leadership to provide the framework for leadership development. We will also develop a new National Talent Management process to identify a cohort of potential future leaders with the right skills, knowledge and attitudes to ensure that the service can meet current and future leadership needs in terms of supply, demand and diversity.



CASE STUDY

The High Potential Development Scheme

The High Potential Development Scheme (HPDS) is a national programme run by the NPIA to develop the next generation of police leaders. It seeks to progress police officers who have been identified as potential senior leaders of the future. It has been revised and re-launched following an extensive review during 2007 and 2008. This involved a wide-ranging consultation with the police service and other key partners about how a new scheme could better train, support and prepare those capable of rapid progression to police leadership positions.

The NPIA was mandated to re-design the programme, based on a number of key elements highlighted in the business case approved by Association of Chief Police Officers (ACPO) Cabinet. One of the key elements was that the scheme should include an accredited academic qualification

tailored to the needs of the police service. Following a rigorous tendering process, Warwick University was appointed to work with the NPIA as the approved academic partner for the scheme.

HPDS is marketed as 'hard to get on, hard to stay on' and much depends on forces, supported by the NPIA's Development Advisers, being both supportive and challenging to officers on the scheme. The scheme seeks to supplement and not replace conventional career progression routes that many in the service take as a matter of course. Overall it seeks to increase the quantity and quality of potential chief officers so that employers and stakeholders have the very best choice available to them when making appointments.

The scheme also acts as a vehicle for rapidly addressing issues such as proportionate representation at senior ranks, and a number of positive action initiatives are planned for 2009.

The first application process for serving constables and sergeants commenced in April 2008. After a robust selection process, 85 delegates were admitted onto the first revised programme in October 2008. The delegates progress through the scheme in cohorts to maximise mutual learning, support and long-term networks.

Delegates follow a five-year plan, subject to continued high performance in the workplace. In the first two years delegates will follow a bespoke course, designed and delivered by the NPIA and Warwick Business School. They will be exposed to innovative thinking concerning the necessary

policing, business and executive skills needed to succeed both now and in the future. At the end of the two-year period, delegates undertake a workplace-related dissertation, and successful completion of this work will lead to the award of a postgraduate diploma in police leadership and management.

During years three and four delegates will have a workplace consolidation period, where Warwick University source and arrange an appropriate secondment or shoulder-to-shoulder placement. The nature and duration of this attachment will vary from delegate to delegate according to need, but will ensure that they experience alternative approaches to leadership and management issues.

Some delegates will be selected to progress to a Masters qualification in year five, which is both residentially taught in modules and assessed by detailed research into a police related topic.

The NPIA have invested in additional Development Adviser posts in order to ensure that delegates are supported in the workplace and that forces gain the most from their staff.

“As a student on the revised HPDS the programme provides the foundation knowledge required to develop practical leadership and organisational management skills.

In my home force of Wiltshire the practical application of these skills has already begun, with in-force action learning sets which look at strategic issues such as recruitment and training.

I have also had the opportunity to network with other members of the scheme from forces across the country, and to share this learning and discuss current force practices and ideas to improve the service nationally.”

PC ANGELA SHIPP
Wiltshire Constabulary

Professionalism



The aim of this capability is to ensure that police officers and staff are able to work to their full potential and apply skills to increase their flexibility, resilience and capacity to meet policing priorities. These attributes are growing in importance as police officers and staff are dealing with an increasingly complex set of tasks and need to provide a top class level of service to the public.





We have worked to improve our existing training programmes, and as an example, last year we held a range of stock-take events with forces to review the Initial Police Learning and Development programme. This has resulted in a comprehensive report and review. The recommendations will be implemented in 2009. We have also developed a series of policies and initiatives covering Occupational Health, Safety and Welfare, and Recruitment and Retention, which have supported forces to increase the capacity and capability of their workforce.

We are continuing to develop and roll-out new courses to enhance the skills of the service. Together with a private sector partner, this year we offered an Internet Research Skills course for Financial Investigators and the first student, Investigator Mick Bilverstone of Northamptonshire Police, completed the course in the summer of 2008. This is a distance learning course, completed on-line, which is aimed at front-line financial investigators who come from a wide range of technical backgrounds, from the computer novice to the technical specialist.

Commenting on this initiative, Mick's Detective Sergeant John Hayes said, "The internet is an important resource tool that is currently under-used by the police in the field of financial investigation; this course has equipped my officer with the necessary specialist knowledge and skills required to access that information and present it in plain English."

We have exceeded this year's target to offer 1,602 places on the Financial Investigation, Financial Investigation Officers and Confiscation training by March 2009. This year, the total training places offered was 1,994, which was 124 per cent of the original target. These courses help enable forces to deliver against Home Office targets for harm reduction and assets recovered.

The use of e-learning has come of age in 2008/09 with 200,000 registered users completing over 30,000 e-learning courses per month. Recognition was given to our provision of high quality e-learning to the police service last year at the 2008 E-Learning Age Awards. Our National Centre for Applied Learning Technologies (NCALT) team were given a gold award for Excellence in Production of E-Learning for a product on Sudden Death and a second gold award was presented for the E-Learning Industry Award for Outstanding Achievement.

Our Management of Police Information (MoPI) team were given a 'Special Mention' at the awards ceremony in the category for 'Best e-learning project securing widespread adoption'. MoPI is being implemented by all forces around the UK to meet the 2010 deadline and is already the most completed e-learning course since its launch. Usage figures up until the end of February 2009 show that Module 1 has been completed by over 60,500 police officers and police staff.

This year, our Research Analysis and Information team completed a training needs analysis for the first Mental Ill Health Learning Programme for policing, aiming to improve the front line policing response to people with mental ill health difficulties. This compliments a range of tools we have provided or are developing regarding this topic.

The same team have also drafted a paper that fed into the fast-time review conducted by the then Home Office Minister Vernon Coaker looking at recruitment and promotion prospects of police officers from black and minority ethnic groups. The paper set out emerging issues from research that the team have conducted into career progression of police officers from black and minority ethnic groups. It highlighted the complexities of conducting analysis of promotion rates, some shortcomings with the workforce data currently collected from police forces and the lack of research evidence on the success of interventions that address potential barriers to promotion.

In supporting this capability, we have also developed the fingerprint expert competency framework with the Continuing Professional Development course completed and ready to pilot in September 2008. We have also developed and made available the Crime

Scene Investigation learning programme to the police service, which was piloted by six forces. We have made an investment for the future in this type of forensic study, demonstrated by the new state-of-the-art forensic training facilities that were completed for our Harperley Hall site, near Durham, earlier this year.

We provide training courses that compliment the major programmes and projects produced by the agency, ensuring that the benefits of such programmes are realised and are used to their full potential. As an example, in February 2009 we completed the Airwave Tactical Advisers training programme in 51 of 52 forces, in England, Wales and Scotland.



CASE STUDY

The Workforce Modernisation Programme

In 2007 Workforce Modernisation (WFM) became part of the NPIA portfolio. The concept of Workforce Modernisation is based upon police officers and police staff working together to deliver the best possible service, with an emphasis on the effectiveness of the whole policing team. The methodology involves separating out activities and working processes in areas of policing such as detecting crime, developing intelligence, responding to emergency calls and policing safer neighbourhoods. A detailed review is conducted to identify areas where improvements can be made and what skills, expertise and experience is needed to perform the activity. A mixed team of police officers and police staff can then be assembled, making best use of individual talent. A more efficient and effective workforce is created and importantly, police officers can focus their skill where it has the greatest impact.

Nine forces are participating in the programme as 'demonstration sites'. These forces are running projects for a minimum of 12 months to test the agreed principles and anticipated benefits of WFM on a large scale. These will be rigorously evaluated by independent consultants funded by Home Office. Since the launch of the demonstration sites the programme has been joined by a further four forces that have made an informed decision to follow and apply the programme's methodology and undertake their own evaluation.

The sites cover a variety of policing capabilities, scope and environments, and emerging learning is being made available to the wider service, providing a robust and tested methodology for achieving sustainable business improvement.

The NPIA's programme team, which includes a number of field officers, work closely with project teams within the forces using tools and resources designed to assist the business change. These are focused on resource usage, planning and deployment. As the workforce mix evolves, so must thinking in terms of operational resilience. The aim is for all forces to have the tools and skills to define their resilience requirement and assess their workforce mix against it, providing reassurance that growth in numbers of non-sworn staff will not damage resilience, whilst increasing capacity and capability.

The first of three interim evaluation reports was submitted by the NPIA to the Home Office in December 2008 and highlighted a number of positive indicators. More arrests are being made by response teams as a result of freeing up officers'

time, there is increased operational capacity at peak times, and customer satisfaction is rising due to the re-worked process in volume crime investigation.

To date, the programme has sought to develop a learning environment by creating a network which meets every two months and is attended by the 13 forces engaged with the programme. The group share experiences and work through common themes, such as establishing a national approach to training and debating programme and implementation issues.

A series of workforce modernisation master-classes has been delivered to a wider audience which has provided an insight to the programme, its objectives and the emerging learning. To date this has been delivered to more than 30 forces. Sample templates

and examples of management products are also held centrally on the WFM website.

The changing mix of officers and staff is driving broader reform focused on the professional development of the policing workforce. Engaging the service in a clear vision for this work was the main focus of the second free national conference (March 2009) delivered by the programme.

Data and evidence will continue to be collected from demonstration sites until October 2009, with the final evaluation report being submitted in January 2010.

“The value of the NPIA’s networking sessions cannot be underestimated. Being involved in workforce modernisation, I have discovered, is a bit like climbing a mountain without any ropes. These sessions bring you into contact with other people who are trying to make a difference, and it is reassuring to be reminded that your own difficulties are by no means unique. It’s a valuable relationship and one which we look to build upon.”

GAVIN BUIST
Chief Superintendent
Central Scotland Police

Operational Processes, Practice and Doctrine



This capability concentrates on the need to improve the operational systems of the police and aims for an appropriate degree of consistency in the processes used and services delivered by police forces. This approach will be sufficiently flexible to accommodate delivery tailored to meet individual and local community need as appropriate. This will help forces to experience the benefits of reduced bureaucracy and greater clarity around process requirements.





The importance of working towards an integrated framework for Neighbourhood Policing focusing on community safety was stressed in 2008 through recommendations made in the Flanagan Review⁴ and the Policing Green Paper⁵. We have successfully worked with every force to further embed neighbourhood policing, providing them with a menu of support options from which to choose and agree bespoke support plans. Our field officers, supported by the central programme team, will continue to work with these forces and their partners where appropriate on these plans offering consultation and advice on which options will be of most benefit to them.

We have successfully developed and implemented an agreed range of new neighbourhood policing learning and development products for the police service. This ensures that neighbourhood policing is fully embedded in our learning products within existing programmes such as the Initial Police Learning and Development Programme, Core Leadership Development Programme, High Potential Development Scheme, Senior Leadership Development Programme and Police Race Diversity Learning Development Programme.

The NPIA's Citizen Focus and Neighbourhood Policing Team have continued to engage actively with forces through the various workshops and conferences that they have organised. Last year, we hosted the first Citizen Focus ACPO leads event, which was attended by nearly every police force across the country. Additionally, the Restorative Approaches in Neighbourhoods conference, sponsored by the NPIA Citizen Focus and Neighbourhood Policing Programme, highlighted the benefits of using restorative justice in neighbourhood policing.

The Citizen Focus and Neighbourhood Policing Programme worked together with the National Community Tension Team to develop the Intelligence and Community Engagement workshops. These support Neighbourhood Policing Teams to increase the diversity of their community engagement and increase the flow of community intelligence. It is seen as a vital step in mainstreaming the Prevent agenda for neighbourhoods. The workshops, which were well received in the pilot areas, are now the subject of a national roll-out by NPIA Learning and Development.

The programme will continue to co-ordinate the national identification of effective practice and make the most of our existing operational delivery structure to ensure that all forces benefit from the latest effective practice. In order to identify what could impact positively or negatively on public confidence in the police and to measure the effect of neighbourhood policing, a series of individual research and evaluation commissions was completed by July 2008. This work included carrying out groundbreaking analysis of the British Crime Survey to identify the factors associated with public confidence. The analysis, which has since been published and disseminated at ACPO events, supported the compelling case for implementing neighbourhood policing, but highlighted the importance of doing so in a wider citizen focus framework.

In response to the Casey Review⁶ and the Policing Green Paper emphasising the central importance of public confidence in the assessment of police performance, our Research Analysis and Information team have hosted a series of seminars with leading UK academics, force performance management analysts, and Home

⁴ The Review of Policing by Sir Ronnie Flanagan available at www.homeoffice.gov.uk

⁵ From the Neighbourhood to the National: Policing Our Communities Together available at www.homeoffice.gov.uk

⁶ Engaging Communities in Fighting Crime by Louise Casey, available at www.cabinetoffice.gov.uk

Office researchers to develop a comprehensive set of survey indicators around confidence. The design of a broad range of measures, which will continue into 2009/10, is expected to help forces take a strategic and rounded approach to local performance management.

We have fundamentally reviewed national contact management within the police service in the UK. This has involved a review of the National Call Handling Standards with three seminars (300 practitioners, 28 workshops) and one ACPO conference being run throughout the process. Although 80 per cent of contact from the public is made by telephone, the revised standard considers the wider aspect of contact handling. We have also carried out an independent national police contact benchmarking exercise with four subsequent seminars as a follow-on review. This work will inform the implementation of the ACPO National Contact Management Strategy planned for 2009/10.

We provide high quality doctrine for the police service, developed with high performing practitioners and providing greater clarity around national policing processes. Last year this included Guidance for Police Authorities on sustaining Neighbourhood Policing, the new Neighbourhood Policing in Rural Communities Guide and the Neighbourhood Policing Business

Engagement Guide. We also worked with the Crown Prosecution Service to produce an easy to use Guide to Anti-Social Behaviour Orders for practitioners. We also undertook a major review of Police Community Support Officers and made a series of wide-ranging recommendations to ensure their continued support to sustaining and embedding neighbourhood policing teams. We published new ACPO Practice Advice on Managing Kidnap and Extortion and updated Practice Advice on the National Ballistics Intelligence Service, and on the Management and Use of Proceeds of Crime Legislation. This last publication builds on the 2006 ACPO Practice Advice on Financial Investigation.

This year, we have completed multi-agency Interoperability Guidance, which has been approved by all of our key stakeholders including ACPO, Chief Fire Officers Association, the Ambulance Service of England and Wales, Scottish Resilience and the Scottish Communications Project Board. This doctrine provides the police service with guidelines on the use of the Airwave communications system for command and control incidents, increasing the capacity for co-operative working across the emergency services. Also relating to the management of command and control incidents, we have recently delivered revised guidance on the Police Use of Firearms and Guidance on Surveillance, which

were approved at ACPO Chief Constables' Council.

We delivered detailed definitions to underpin the ACPO Protective Services Threshold Standards by our target date of June 2008 and completed the pilot implementation of these standards in December 2008 with ten representative forces taking part. This work was recognised by Sir Norman Bettison, Chief Constable of West Yorkshire Police on behalf of ACPO as highly beneficial to the service and of the highest quality. The NPIA's work with all ACPO leads and subject experts for the 13 protective services work streams now continues with dedicated assistance to forces in implementation. We are on target to deliver an evaluation report which identifies good practice in building Protective Services by December 2009.

Our Assisted Implementation team continues to work with forces in disseminating and supporting the good practice, standards and doctrine produced by the agency. Last year they provided support to all ten of the Regional Intelligence Units in respect of organised crime group mapping and amongst other accolades were personally commended in writing by Merseyside Police on the Professionalising the Investigation Process (PIP) Benefits Realisation Plan.

CASE STUDY

Helping to Develop a Culture of Quality

A citizen-focused policing service is one that secures and maintains high levels of satisfaction and confidence through consistent delivery of a first class police service that meets the needs of individuals and communities and provides a service people value.

One aim of our long-standing Citizen Focus and Neighbourhood Policing Programme is to help forces improve their quality of service delivery by providing tools, ideas and evidenced good practice through which they can drive efficiency and effectiveness of policing services from the perspective of the citizen and so increase public confidence.

The NPIA's programme team has worked closely with the ACPO Standards and Qualities portfolio to develop the four Hallmarks of a citizen-focused organisation. These Hallmarks are:

- Understanding People
- Understanding Services
- Designing Services
- Delivering Services

A self assessment tool has been developed to help forces identify the activities, qualities and standards that support the Hallmarks. This will form the basis of a staged set of visits to every force by the programme's field officers over the next 12 months. Through such visits the NPIA will support improvement activity and identify and share effective practice.

Working with the NPIA's Research, Analysis and Information unit, the programme team has published an analysis of the British Crime Survey data. This identifies what affects public confidence, which will

help improve the understanding of the police service about what matters to the public. This area of work is continuing, with the aim of strengthening understanding of what drives and works in improving public confidence in policing, helping forces to target improvement activity. A Confidence Symposium, held in February 2009 with force performance and citizen focus leads, shared understanding and force developments in this area.

Organisational culture is key to the effective implementation of citizen focus within the police service. The programme has worked with internal and external partners to produce a cultural analysis survey tool and guidance. These will help forces understand their own service cultures and identify some of the motivation for, and barriers against, delivering a quality service and so allow them to build upon or overcome these.

A comprehensive understanding of local communities is another foundation stone on which a

citizen focused approach is built. To support this understanding the programme has published guidance on how Neighbourhood Policing Teams can describe (profile) and better understand their neighbourhoods. We are now working with other public sector and private organisations to develop a wider understanding of the concept of Customer Insight and how it can influence organisational and policy developments.

Having established the post code search facility to allow the public to find out about their local neighbourhood policing teams in 2008 the programme now also leads on providing information to local communities about crime and anti-social behaviour and the standards of service they can expect from their local police and how to identify and contact their local neighbourhood policing teams. This includes local crime information, crime mapping and the Policing Pledge. The

programme has commissioned a comprehensive evaluation of the impact of this information on the public to assess its value in terms of improving confidence.

We have held seven regional 'Forward to Basics' events for neighbourhood-level practitioners, designed to reinforce what works locally in effective community engagement and partnership problem-solving. These events include what citizen focus means to the frontline officer and the role that Neighbourhood Policing Teams have in force improvements. Two ACPO leads events have taken place, highlighting the importance of strong leadership in effective citizen-focused policing. These form part of a quarterly series of events targeted at leaders within forces.

“I have hosted a number of NPJA visits to review citizen focus and neighbourhood existing practice and make valuable recommendations. I have also sought support from colleagues in the NPJA team and provided access to the results of our developments including the Business Improvement Model and Joint Problem Solving database. This two-way relationship has assisted Kent to focus on specific improvements but also reinforce our reputation as an innovative and progressive force”.

DAVID COOPER
Temporary Superintendent
Citizen Focus &
Neighbourhood Policing

Efficiency



The Efficiency capability aims to help forces to deliver to the best of their ability and delivering ‘more for less’. As a result, resources are redirected towards frontline services, increasing public safety and confidence. This will ensure efficient corporate services and high quality information are in place to support the delivery of police services, allowing officers to spend more time on the street protecting the public.



This year, we exceeded the Prime Minister's commitment to deliver 10,000 mobile devices by a further 2,000 terminals, and these devices were delivered one month ahead of the anticipated deadline. Former Policing Minister Vernon Coaker announced an allocation of £30 million to police forces to further extend the use of handheld computers by officers. Such emerging technologies are helping to increase the effective communication within the police service, and we are committed to assisting forces to increase their use of mobile devices.

Working with forces to ensure that these new technologies are correctly run and implemented, our Assisted Implementation team has, this year, completed a programme of supporting forces with the remote transfer of finger marks system and digital recovery standards. Known as the Remote Transmission project, this system and doctrine for the rapid identification of latent finger marks from crime scenes has been rolled-out to 12 forces

in England & Wales. As a result of this project, the turn around time has been reduced from an average of 17 days to 24 hours, therefore releasing valuable time for crime scene investigators and officers enabling them to devote their time to other tasks.

The interim evaluation report of the Workforce Modernisation (WFM) Demonstration sites has now been completed. There is emerging evidence of early success in terms of capacity, customer satisfaction and staff motivation. The Workforce Modernisation Demonstration Site Programme has been working with forces to develop workforce models that increase productivity and achieve greater cost efficiency and is due to be completed in January 2010, at which point we will complete a final evaluation report. The WFM Programme has also been working with leading business consultants to develop CoPPer, a simple and easy to use cost and productivity tool.

We announced the award of the new National Forensic Framework

Agreement for the supply of forensic analysis services to the Police in England, Wales and Northern Ireland. This service went live on 1 September 2008 and could save the police service up to £15 million during the four year period it will run. The agreement allows forces to procure forensic laboratory services, such as DNA analysis and toxicology, without having to run their own European procurement exercises. Forces will be able to select service providers from a total list of 11 preferred suppliers on the framework, covering 12 packages of services and run mini-competition exercises to achieve the most competitive outcome.

We assisted the four forces bound by recommendation 21 of the Flanagan report by hosting a series of regional workshops (to 250 delegates) in order to provide forces more information about Proportionate Crime Recording and the Use of Professional Judgement and the Citizen Focus and Neighbourhood Policing

Programme will continue to support the service in making the most of the lessons learnt from these pilots. This means that officers spend less time form filling and more time on active patrol, crime prevention and community liaison.

Working closely with the Independent Reducing Bureaucracy Advocate and the Home Office, we have continued to work towards saving frontline officer time and reduce bureaucracy within the police service and are working closely to address the 'top ten' policing processes, which the Reducing Bureaucracy Practitioners Group considers particularly bureaucratic and which would benefit from greater standardisation in systems, procedures or forms.

We completed an interim evaluation of the Criminal Justice Streamline Process test sites by July 2008 using data collected from the police, Crown Prosecution Service and the

Courts Service in those areas. The streamlined process aims to deliver more proportionate police and prosecutor preparation for anticipated guilty and not-guilty plea cases suitable for disposal in the magistrates' court. The evaluation examined issues including the benefits to policing, the impact on guilty plea rates and adjournments at court.

Final evaluation reporting of the Criminal Justice Streamline Process test sites was due in November 2008, however, the report has been delayed to ensure all relevant data from our partners is captured. Consultation on the final draft has been concluded and finalisation is now dependent on the completion of the Peer Review process.



CASE STUDY

Mobile Information

During 2008, the Home Office allocated £80 million of funding over the next three years to support the delivery of handheld computers to frontline police officers. The funding was provided to increase the number of devices used by officers to 30,000 by March 2010.

The roll-out, managed by the NPIA has already exceeded its first milestone to have 10,000 devices in force by September 2008, and the second phase of roll-out is well underway. All forces in England, Scotland and Wales have now received a portion of the funding.

Mobile information is changing the way police officers in the UK work. Having access to information on a hand held device when out of the station allows officers more time to be more visible within communities they serve. When using a mobile information device, officers can now access vital information on-the-spot without having to return to the station. They can also input information straight into a mobile device, which cuts out repetition

and improves the quality of information recorded.

Other benefits to using mobile information include:

- Visibility – officers spend more time policing in the community
- Information management – officers can quickly send and receive information whilst in the community
- Accuracy – information needs only to be input once, and it is then automatically updated across the system for other officers to access
- Efficiency and effectiveness – allows for more effective interactions with the public and limit the amount of station time.

Mobile devices also allow officers to improve their situational awareness by receiving textual and visual information. They can also identify people, complete forms, e-mail and capture photos such as graffiti. All of this information can then be shared with partners.

The NPIA, in conjunction with the Association of Chief Police Officers, Association of Police Authorities and the Home Office, has led on the allocation of funding to police forces. The NPIA is now developing a range of national support services to help forces take full advantage of the new technology and its capabilities.

As well as recommending the distribution of funding, the role of the NPIA in mobile information includes overseeing the continuing development of mobile information programme by promoting and supporting changing work practices.

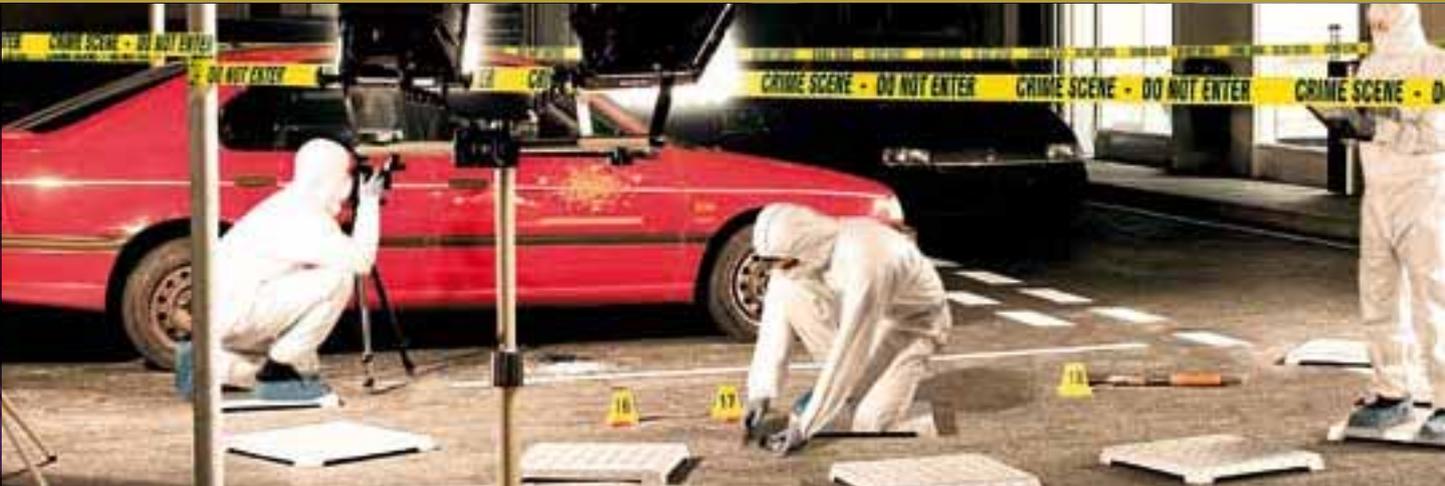
The introduction of the handheld devices is helping change the way officers operate, enabling them to reduce bureaucracy and work more efficiently, increasing the time they spend on frontlines duties.

“The collective bid meant that all the forces in our region were able to benefit from the funding on offer. Front-line officers and staff, as well as the public, are beginning to see the real advantages that mobile data brings. One of the most significant is by enabling front-line personnel to be out of the station more, leading to greater police visibility on the streets and improved engagement with the public.”

ANDREW FORD
Programme Director
East Midlands
Collaboration Programme



Information, Evidence, Knowledge and Science



Through this capability, we aim to enable police officers and staff to have access to information and knowledge through a much wider set of systems to support operations, analysis and resource management. All officers and staff who need it will have access to mobile information systems, giving them the information they need to make better decisions in ways which are right for the very varied contexts in which they work.





We have carried out the Review of Police IT for all of the police service and presented our findings to the National Policing Board in summer 2008. The presentation of the analysis and recommendations was delivered jointly by the NPIA Chief Information Officer and the Chief Constable of Cleveland Police and was well received.

To support this, and also the Efficiency capability, we have been working to develop the Information Systems Improvement Strategy (ISIS), which will deliver benefits to policing through the convergence of force and national investment plans, the creation of new operational capabilities and efficiency improvements through more co-ordinated procurement. The ISIS programme team reported proposals to the National Policing Board in November 2008, and since then work has been progressing with programme mobilisation. Chief Information Officer, Richard Earland, was awarded the accolade of IT Leader of the Year at the British Computer Society awards ceremony held in December 2008. This is a very prestigious award and reflects Richard's leadership in taking forward the ISIS programme.

We delivered the Airwave communications system to the 50 remaining London Underground stations five months ahead of schedule. Co-ordination across the complete supply chain was managed by the NPIA ensuring that issues were addressed quickly in order to get resolution of any problems. The achievement of this target can be partly attributed to the great team effort shown with our partner organisations, as in some instances, parties went beyond their obligations to assist others with problem solving.

This year, through our Airwave Resilience Programme, we aimed to bring 166 Ground Based Network Resilience (GBNR) rings into live use across the UK by December 2008. This project has been completed to our partners' satisfaction with 164 rings now live. Site acquisition and planning permission delays outside our control were the cause of the slipped timetable.

Our Forensics21 programme has also been developing throughout the year, and the programme has now completed the definition phase with the completion of detailed requirements for the first stage in the programme.

Stage 1 of the programme is not due to complete until the end of March 2010, however significant progress has been made on delivery. The review of Livescan has been completed across 44 forces delivering an improvement in fingerprint quality submissions to IDENT1 of 5 per cent. Furthermore the project has exceeded the cashable and efficiency benefit targets reaching £3.2 million, £1.7 million above target (unaudited).

Great advances have been made in the science of identifying suspects from forensic footprint evidencing. We have this year awarded the contract for the development of the technology solution for a National Footwear Reference Collection. A prototype has now been developed and approved, and pilots have been run on the use of footwear across four police forces between January and March 2009 in Norfolk, Derbyshire, West Yorkshire and Lancashire. A learning programme for footwear practitioners has also been developed and delivered to staff in 20 forces, providing improved use of footwear information and the newly developed footwear coding system in crime investigation. The service management contract

has been awarded to Lancashire Constabulary, recognised as force leaders in the use of footwear information.

The first version of national standardised process maps for the end-to-end forensic business processes around DNA, fingerprints and footwear have been developed, and we are in the consultation stage to verify these processes. During the process-mapping stage, areas for significant performance improvement have been identified, and work packages are being designed around custody sampling, CSI tasking and the development of a knowledge management tool.

We are involved with other innovative work and have introduced an online brainstorming exercise for key policing stakeholders and opinion leaders, providing an intuitive way for them to prioritise the key issues that may face the service in the future. The activity forms part of a strategic assessment of the challenges and opportunities likely to face policing in England and Wales over the next five years commissioned from the NPIA's Research, Analysis and Information unit.

We now have a team of dedicated analysts working to assess threat and risk for the police service nationally and to support the development of high quality analysis in forces, so the service is better prepared to recognise and tackle emerging crime problems.

In improving Network Monitoring and Capacity planning, we have also rolled-out a service to all forces in England and Wales that enables them to predict future computer network usage, monitor network growth, plan for future business needs and make timely adjustments to bandwidth capacity requirements.

The National Police Library provided over 1,000 specially tailored bibliographies and over 25,000 books and papers to police service customers and members of the public, linking them with essential information in a timely way.

We have also increased the accessibility of local policing teams to the public by establishing a national postcode search facility for every Neighbourhood Policing Team in England and Wales via the Neighbourhood Policing

website⁷. This enables citizens to quickly identify the names and contact details for their local Neighbourhood Policing Team.

Positive advancements have been made towards the development of two of our major programmes. We have now completed the tendering process and awarded the contract for the delivery of the IMPACT programme and gained Home Office Group Investment Board approval to proceed with the Schengen Information System II programme. Both of these programmes will improve the speed with which the police service is able to access relevant information about suspects and criminals.

⁷ Visit the Neighbourhood Policing website at www.neighbourhoodpolicing.co.uk



CASE STUDY

Airwave Programme

Airwave in the London Underground is a shared services project which has delivered radio communications to all 125 sub-surface stations, five months ahead of schedule and on budget.

By effectively engaging with the infrastructure of London Underground's communications system, Connect, the project has been delivered quickly and cost effectively.

The project brings together the NPIA, Airwave Solutions, London Underground (LU) and its suppliers, the Citylink consortium. Both LU and the NPIA are involved in complicated Public Finance Initiatives, and by agreeing to shared services and working in partnership, the project has been rolled-out to all 125 sub-surface stations five months ahead of schedule. The project's users are officers and police staff of the British Transport Police, the Metropolitan Police and the

City of London Police, together with the London Ambulance Service and the London Fire Brigade.

London's underground network is the oldest in the world. It has 270 stations of which 125 are sub-surface and these were in scope for this project. It has 249 miles (402km) of track, of which 112 miles (181km) is in tunnels, and it carries more than one billion passengers made up of residents, commuters and tourists each year. Other countries' transport systems have radio facilities for their emergency services, but none are as extensive or provide a system for all the emergency services to use.

Since January 2006 the project has delivered two stages, which are commercial and implementation.

The commercial stage delivered the business case, a risk plan and a series of contracts negotiated between the NPIA (the client) and Airwave Solutions Limited (prime

contractor). Further contracts also had to be signed between Airwave Solutions and London Underground and between London Underground and their suppliers CityLink Telecommunications Ltd. The project is believed to be unique in bringing together two Private Finance Initiative style agreements.

Managing this long-term Public Finance Initiative presents the challenge of an ever-evolving environment where new services and functionality constantly need to be added, such as the special coverage solution for the London Underground.

Contracts were signed in January 2007, and the project moved immediately into the implementation stage.

The NPIA's role was to manage the project overall and to ensure the service is delivered with support from the three London police forces (Metropolitan, City and British

Transport Police). The contracted plans showed that the last stations would be handed over to Airwave by November 2008 and it was planned that they would be brought into operational use by March 2009.

The implementation stage was completed in October 2008, five months ahead of schedule, with end-to-end line testing completed in December 2008.

The project has delivered an extension to an operational radio system used throughout the UK by the police and other emergency services. This greatly enhances officer safety and supports joint policing operations on London's transport system. This will provide increased security and safety for passengers.

Airwave allows police officers and other emergency service colleagues to use their radio systems above and below ground. This was demonstrated recently

when the service was successfully put into practice during an accident in Tottenham Court Road Underground station.

The Motorcycle Response Unit, who are first responders to emergency scenes but only carry limited kit, were called out to a patient who had fallen on the escalator inside the station. Upon attending the patient, they required an ambulance crew to bring various pieces of special kit to the scene. Using their Airwave radios the team were able to contact the control room to arrange for an ambulance to bring the kit and take the patient to hospital. The estimated time saved in getting the patient to hospital was 15 minutes.

“Airwave has vastly improved radio coverage in the London Underground, providing a working radio network in far more places than before and significantly reducing areas of no reception. Voice clarity is much better, and in operational terms this means officers can relay information on first attempt, without the need to repeat themselves.

Officers now feel their personal safety has improved as they have access to a better radio system, which is a real benefit for single patrols.”

IAN MIXTER
Inspector (Operations)
British Transport Police

Improving National Services



This capability will ensure that all police forces, and other users, are confident in the reliability of the quality, security, management, timeliness, availability and performance of all centrally provided services.





The Case Preparation application improves the administration of cases, including efficient management of witness attendance and improved victim and witness care, thus helping to meet the Government's objectives of a joined up criminal justice system. It also offers better exhibit management. Bureaucracy is reduced through the elimination of duplication of case files and re-keying information. In addition, the information is shared amongst all the criminal justice agencies such as the Crown Prosecution Service and Courts, contributing towards a linked-up criminal justice system.

The Custody application has an electronic link with the Police National Computer (PNC) allowing for automatic updating of the PNC with, for example, any information on future court appearances and bail details.

The Custody application has already improved the efficiency and effectiveness of the custody and criminal justice processes. The systems allow a detainee's basic custody information to be transferred to create a case file without the need to re-key the source information. It ensures that custody staff record detainees' personal and arrest details fully and correctly in line with the legal requirements of the Police and

Criminal Evidence Act 1984 and accompanying Codes of Practice.

This year, we completed the Custody and Case Preparation Programme. All forces now have systems in 'live' use and are reporting significant business benefits from their use of these systems. With regard to the Crown Prosecution Service link, 41 forces were live at the end of December 2008. The remaining forces went live before the end of March 2009.

The Automatic Number Plate Recognition (ANPR) Back Office Facility (BOF) II system has now been deployed to all but one force. The implementation of this system means that all these forces in England and Wales now have the ability to supply data to the National ANPR Data Centre.

The ANPR infrastructure has the capability to receive and store 50 million ANPR reads per day. The National ANPR Data Centre (NADC) receives around 8 million reads per day. In due course, Scottish forces and PSNI will also be connected to NADC, as will other national policing and security agencies. These include British Transport Police, Serious Organised Crime Agency, Her Majesty's Revenue and Customs and the Security Service.

A pilot police force is using a piece of internally developed software, which is built into their ANPR system to enhance operational efficiency, to send text messages or emails directly to senior investigation officers when a target vehicle is recorded through an ANPR system.

The positive results and best working practices, such as the email and texting software, are being shared through regular engagement with forces through user groups and the Assisted Implementation Peer Review process.

The NPIA's IDENT1 team and the Border Immigration Agency continue to deliver identification capability in Consulates abroad. The process of checking visa applicants against IDENT1 before approval is generating 24,000 searches per week from 40 countries.

Our Specialist Operations Centre provides specialist advice and consultancy to support police investigations and incident management. This includes providing staff who can be deployed operationally. For example, this year the unit supported West Yorkshire Police in the search for Shannon Matthews. Within minutes of receiving the

call to the Specialist Operations Centre, a Crime Operational Support Detective and the Missing Persons Bureau's National Adviser were travelling to the scene. Whilst en route, with details coming in fast, the co-ordinating detective put other members of Crime Operational Support on standby to deploy. Additional skills were employed such as the National Interview Adviser, National Family Liaison Adviser and a lead Behavioural Investigative Adviser. This core of NPIA support stayed with the investigation for its first three weeks, with other staff providing support as required including the Serious Crimes Analysis Section. NPIA staff also called on the expertise of colleagues in the Police National Search Centre who advised on the search strategy.

This example demonstrates how the NPIA's Specialist Operational unit is able to quickly bring together its diverse range of skills to support any major policing investigation or incident. The team were thanked for their support by West Yorkshire Police.

The Home Secretary officially launched the National Ballistics Intelligence Service (NaBIS) in February 2008, which provides a

'fingerprint' of every bullet and gun held nationally. This service, for which the NPIA is responsible, allows approved users to access and update a national database of ballistic item, incident and intelligence information relating to the criminal use of firearms, helping to track usage, movements and trends. The system will contribute to the faster acquisition of suspects and work towards the prevention of future crime.

The Missing Persons Bureau was launched in the NPIA in April 2008. Since then the Bureau has developed effective procedures and set up an efficient operational office at the NPIA's Bramshill site. Positive feedback from forces indicates that there has been an increased quality of cross-matching reports, improved quality and comprehensiveness of advice to forces, and an increased ability to collate and review cases effectively. Over the past year we have developed the new Code of Practice for Missing Persons in collaboration with our partners. This was launched in April 2009.

As well as these achievements, we have continued to provide our ongoing services, such as the PNC, ViSOR and ANPR, often exceeding the level expected of them

throughout this year. In February 2009 we were able to report that year-to-date availability of PNC was 99.80 per cent, and Airwave as also above its 99.74 per cent availability target, at 99.93 per cent.

The PNC this year celebrated 35 years of providing support to policing. It has grown to be one of the most valued and resilient tools supporting policing in helping to combat crime. Every time a suspect is arrested, a person is charged or a crime is committed, the PNC plays an integral part in the investigation and subsequent solving of that crime. PNC usage in the 12 months ending February 2009 was seven per cent higher than in the previous 12 months, reflecting the importance of this service to police forces.

CASE STUDY

ViSOR Dangerous Persons' Database

ViSOR, the NPIA system used to share information and intelligence on persons posing a risk of harm to the public, has achieved another milestone this year.

In addition to being used by every police force in England, Wales, Northern Ireland and Scotland, the system has recently been rolled-out to all probation areas and prisons in England and Wales. Criminal Justice Social Work organisations in Scotland are also using the system, with connectivity to the Scottish Prison Service established, making coverage truly UK-wide.

ViSOR is a national database of all those having sexual offender notification conditions imposed upon them. It shares nationally data that would otherwise be held locally within force areas. It is used to aid the management of the risk posed by those individuals.

Similarly, it contains information and intelligence on violent offenders and other persons posing a risk of harm to the public.

A secondary purpose of the system is to assist in the identification and investigation of potential subjects following a crime of a violent or sexual nature. ViSOR facilitates this through its powerful search engine, which allows officers to retrieve records based on any information or intelligence held on the system.

The ViSOR system continues to evolve to meet the business needs of the public protection community through rigorous change management processes, governed by ACPO-led multi-agency regional and national user groups.

The NPIA uses industry best-practice IT infrastructure library service management processes

to assure the security, availability and integrity of the system. Several significant enhancements were made to the system over the last year.

ViSOR has been a catalyst in aligning business processes around offender management across all forces in England, Wales, Northern Ireland and Scotland, and it has set standards in multi-agency information sharing.

In addition to providing a purpose-built information system, the NPIA continues to improve standards in the police role in protecting the public. In 2007, it produced *Guidance on Protecting the Public: Managing Sexual Offenders and Violent Offenders* on behalf of the Association of Chief Police Officers.

In support of the guidance, it published ViSOR Standards that set out the protocols around the use of the system along with the mutual responsibilities of all the agencies that collaborate in using the system.

To complement its long-standing ViSOR training service, the NPJA recently launched its Public Protection Learning Programme, offering training in the Multi-Agency Public Protection Arrangements (MAPPA) to officers at all levels.

The ViSOR system provided the foundation upon which the NPJA has built business guidance, standards and learning programmes, providing end-to-end leadership and service management, driving up standards in Public Protection across the UK.

“ViSOR is an essential part of my working life as West Mercia’s Central Point of Contact. I can review information on all offenders within my area or those who are looking to move into my area, so enabling efficient tasking and co-ordinating.”

SIMON DAVIES
Detective Constable
West Mercia Police



Global Security



Through the export of innovative and relevant practice from the UK we will work with other countries to help implement the rule of law. There is recognition that the rule of law abroad is crucial to the safety of citizens in the UK. The risk of threat to the public from international crime and terrorism will be greatly reduced through improved interoperability and international collaboration with policing, law enforcement, community safety and criminal justice organisations.





We developed and produced the Police Counter Terrorism training strategy, which was approved by ACPO in July 2008. This is a joint strategy between ACPO's Terrorism and Allied Matters (ACPO TAM) Business Area, the Security Service and the NPIA. The first stage of the Police Counter Terrorism Training Strategy was implemented this year. We completed the Threshold and Specialist Training Framework for counter terrorism specialist roles by March 2009, and this is now being consulted on in ACPO TAM and with our stakeholders to improve, support and deliver the range of training required.

We aimed to roll out Immersive Silver Command Chemical, Biological, Radiological or Nuclear (CBRN) training to the police service by April 2008 and to deliver this training over four strategic CBRN sites by March 2009. The pilot of this immersive training, which tests decision making under the site's CBRN plan, was

successfully carried out in April 2008 as planned. The NPIA was in a position to deliver training over the four CBRN sites to the target date, and we now look forward to the completion of CBRN plans at these sites for this training to be completed.

We have completed Olympics doctrine and a training needs analysis. This has enabled ACPO and the Olympic Safety and Security Directorate to assess how to fill the anticipated shortfall in specialist skills to meet the demands of policing the 2012 Olympics. We now continue to work in partnership with the Olympics Security Directorate and ACPO Olympics Business Area to consider costed options for delivery of training to build capacity and capability in every force, ensuring a safe and secure Olympic games.

We are leading the programme to connect the UK to the second generation Schengen Information

System in time for 2012. When complete this will allow UK police forces to share and access a European data system that holds alerts on wanted and missing people, stolen vehicles, and certain categories of property.

Also linked to cross-boundary information sharing, last year we carried out a Scoping Study to look at implementation of the Prüm programme. Prüm provides for the cross-border sharing/availability of DNA, fingerprints and motor vehicle registration data on a 24/7 basis. It is designed to intensify cross-border police co-operation, especially in the fight against terrorism, cross-border crime and illegal migration.

We have contributed to the establishment of international standards for intelligence analysis by running international workshops on the subject. This work has included giving presentations at international conferences, and

the agency has an active role in CEPOL (European Police College). We have an ongoing presence on the CEPOL research and science working group, which aims to help designers of police training and education ensure their courses are informed by evidence as much as is feasible. Since December 2003, the Secretariat for CEPOL has been based at Bramshill which enables us, as a key member of CEPOL, to work closely with it.

Our International Academy at Bramshill has continued to provide training and development to colleagues from abroad, attracted by the reputation of British policing. The value of this training has been evidenced through such examples as in May last year the Commanders Leadership Programme, held at the LMI Chaguaramas in Trinidad, ended with a customer satisfaction result of 98.5 per cent. We have also run courses throughout the year with delegates from Lebanon, Rwanda, Trinidad, Libya, and numerous other states and have recently

celebrated ten years of training excellence in Abu Dhabi. The NPIA have also entered into a contract with the Ministry of the Interior in Qatar for the provision of a range of leadership courses for their senior police officers.

The British Council evaluation of the Foreign and Commonwealth Chevening Fellowship Programme found the 'Tackling International Organised Crime' Programme, run by the NPIA, was top of the 2008 list for feedback ratings on modules for the third consecutive year.

The NPIA Forensic Centre has worked closely with the Botswana Police for over ten years delivering both CSI and fingerprint training. The National Fingerprint Learning Programme develops a fingerprint officer's knowledge, skill and demonstration of competence from foundation level through to intermediate and advanced level, taking several years to complete. This year, Superintendent Monnamorwa, a senior police officer employed in the Fingerprint

Bureau of the Botswana Police Service, successfully completed all of the elements of the National Fingerprint Learning Programme and is the first Botswana Police Office to achieve expert status in the UK.

Additional support to our international colleagues has included consultancy on specific crime issues. For example, our Head of Specialist Operational Support was invited to assist a Chief of Police in the United States, and his top team, to contribute her expert knowledge to their evolving investigation strategy. Her contribution included detailed guidance on such products as the National Intelligence Model and the creation of the National Criminal Intelligence Service (NCIS) and its impact on the current crime fighting environment.

CASE STUDY

International Academy

The work of the NPIA has been recognised as being of significant support to Her Majesty's Government International Priorities Policy for the United Arab Emirates, in particular as a High Priority Country for the Home Office in terms of drugs, counter terrorism and organised crime.

The Abu Dhabi Police and the NPIA's International Academy at Bramshill celebrated a ten-year working partnership in November 2008. The celebration was to acknowledge the work done by both partners in the delivery of police leadership and management courses to Abu Dhabi police officers.

Senior staff from the NPIA People and Development Directorate, along with Her Majesty's Chief Inspector of Constabulary Sir Ronnie Flanagan, and British Ambassador, Sir Edward Oakden, were invited by the Minister for the

Interior and Chief of Police for Abu Dhabi, His Highness Lieutenant General Sheikh Saif bin Zayed Al Nahyan, to attend a presentation marking the ten-year celebrations. The delegates also included a number of former students from the leadership courses.

The NPIA's leadership courses, including our flagship International Strategic Leadership Programme and the International Commanders Programme, have become an integral part of the Abu Dhabi Police promotion system, and officers are expected to complete one of the courses as a pre-requisite to promotion. Over the ten-year period a total of 640 officers have been trained across the relevant ranks. The training provided to Abu Dhabi officers is continually developed to contextualise it as much as possible to local circumstances.

In addition to leadership and management training the NPIA are delivering high quality crime scene training courses to Abu Dhabi Police scenes of crime officers. It is envisaged that throughout 2009 those staff will visit the UK to attend courses at Harperley Hall and also shadow UK scenes of crime officers as they go about their daily duties.

Critical Incident Command courses are also delivered to Abu Dhabi Police to enable them to respond to spontaneous incidents and also to pre-plan for organised major events. Abu Dhabi will host two major world sporting events in 2009, with a Formula 1 Grand Prix being held in November and the FIFA Club World Cup Football Championship being held in December. In February 2009, 16 captains participated in a Hydra/Minerva Immersive training exercise at Bramshill.

The visit was arranged when a delegation viewed the system on a visit to Bramshill in October 2008 and immediately saw the potential to use the system to develop the operational skills of their officers.

During 2009 our close relationship will continue with other initiatives that include training Abu Dhabi staff to act as their own police trainers, giving them the capacity to develop and deliver their own material according to their needs. In due course the Abu Dhabi training staff may be able to conduct their own Hydra exercise without the need for translators. We are also going to provide Financial Investigator training, as this accounts for a major amount of Abu Dhabi crime, and we have also been asked to be a key partner in a project to create a regional (Gulf Co-operation Council) centre for Community Police Training.

The International team have facilitated the delivery of a strategic reform programme in support of the Abu Dhabi Police vision of a modern Human Resources function in the General Headquarters. This included the creation of a modern approach to basic training at the Police School and the creation of new systems for Workforce Planning.

In 2008 His Highness Lt. General Sheikh Saif, the Chief of Police and Minister of Interior, was awarded the NPIA international award in recognition of his work to assist his people in learning new approaches to improve policing and operational regional security.

“Our relationship with the NPIA has been an exemplary partnership in every way and a role model to be followed. The number of Abu Dhabi graduates turned out by our training facilities to date is 649, which is an excellent achievement.

The quality of knowledge disclosed to our officers by the NPIA has been of a high level and enormous value.”

**HIS HIGHNESS LIEUTENANT
GENERAL SHEIKH SAIF
BIN ZAYED AL NAHYAN
Abu Dhabi Police**

Financial Planning and Future Developments

INTRODUCTION

In our second year of operation we have made great strides in our financial management, planning and capability. These changes are the result of the successful implementation of our Finance Improvement Action Plan, which has delivered significant improvements to the timeliness and accuracy of management information, greater efficiency and effectiveness of key processes and a strengthened control environment.

In 2009/10 we will continue to build upon the progress made, and this will be supported by an ambitious programme, commenced in the Autumn of 2008, to reconfigure and re-engineer our SAP Enterprise Resource Planning system and associated processes. The first stage of this programme was successfully implemented in April 2009 and is already providing better management information and has further enhanced the control environment.

We have reviewed the structure of the finance function and have commenced a re-organisation that will lead to greater clarity in roles and responsibilities and improve the efficiency and effectiveness of the finance team. Recruitment of the senior finance team has been completed and a handover from the interim financial leadership team has commenced. The capability, capacity and efficiency of finance will also be further enhanced as we continue to increase the proportion of permanent staff in the finance team.

The finance and business planning teams have worked in partnership to deliver a 2009/10 business plan that is fully-costed and underpinned by a balanced budget. The business plan has been devised to give effect to the desired outcomes of the emerging National Improvement Strategy for Policing. The process also ensured that directorates factored into their plans various financial considerations, including the requirement to identify

ambitious efficiency savings and their specific resource requirements. Initial responses were subject to a rigorous quality assurance process that included detailed financial scrutiny of the plans led by the Director of Resources and supported by the finance and business planning teams.

At the end of 2007/08, the Home Office and the NPfA identified a number of areas for further work including developing value-for-money planning and arrangements. This has triggered a series of 'business reviews' that consider activity and output from an independent perspective, examines managed spend and suggests options for savings. To ensure that real change came about following each of these reviews, a Programme Management Office (PMO) was established. The PMO scrutinises the implementation of recommendations to drive out savings opportunities and facilitates and co-ordinates activity within the broader context of a Value for Money (VfM) strategy. The VfM

strategy itself was promulgated in part through the business planning process alluded to above.

The activity to be co-ordinated, as identified by the VfM reviews, included staff productivity, contracted spend, use of contractors and consultants, procurement savings, transactional services and re-prioritisation of existing work. Additional support and training has also been provided to managers to tackle sickness absence and a work stream on process re-design was completed in 2008/09. Subsequently, new processes are now being implemented which will save money.



REVIEW OF PERFORMANCE

The table below compares the NPIA's financial outturn for 2008/09 with its budget.

	Budget	2008/09 Spend	Over /(under) spend
	£million	£million	£million
Total Resource	396.3	391.8	(4.5)
Total Capital	180.5	174.8	(5.7)
Resource + Capital	576.8	566.6	(10.2)

The outturn for resource spending for the year was £4.5 million (1.1 per cent) less than the forecast and delegated budget. The outturn for capital spending for the year was £5.7 million under budget.

This is a positive position compared to last year and reflects the better management information, improved budget management and increases in the robustness and quality of forecasting.

An element of capital expenditure is used to fund assets built for other organisations in support of policing, with the result that fixed assets additions shown in the Accounts of £94.5 million (£92.6 million tangible and £1.9 million intangible fixed asset additions) is less than the total spent against budget of £174.8 million.



GOING CONCERN

The activities of the NPIA are primarily financed by the Home Office. The balance sheet at 31 March 2009 shows total assets less liabilities of £257.195 million (2007/08 £192.431 million).

Grant in Aid for 2009/10, taking into account the amounts required to meet the NPIA's due liabilities in that year, have already been included in the Home Office's Estimates for that year. These have been approved by Parliament, and there is no reason to believe that the Home Office's future sponsorship and future parliamentary approval will not be forthcoming. It has therefore been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

HERITAGE ASSETS

The NPIA is responsible for a number of assets that are defined as heritage assets, the main one being the 17th century Mansion House and grounds at the Bramshill site. The Bramshill site was purchased by the Home Office from Lord Brocket in 1953 and was transferred to

Centrex and then to the NPIA on its vesting in April 2007. The Mansion House is used as offices, meeting rooms and as the home of the National Police Library.

AUDITORS

The NPIA uses internal audit services, provided by the Home Office, to continuously review best practice. The charge for these services was £248,000 (2007/08 £148,000)

Under paragraph 36(4)(a) and (b) of Schedule 1 Part 4 to the Police and Justice Act 2006, the Comptroller and Auditor General audits the statement of accounts and lays a copy of the statement and his report before both Houses of Parliament. The amount of the external audit fee for 2008/09 was £150,000 (2007/08 £180,000). During the year, the external auditors, the National Audit Office (NAO), carried out a statutory audit of IFRS trigger point 1 for a Charge of £5,000. The NAO were not paid for any work of a non-audit nature during the year.

COMPLIANCE WITH PUBLIC SECTOR PAYMENT POLICY

The NPIA's policy, in line with Government requirements, was to pay all invoices within 30 days of receipt unless a longer payment period has been agreed or the amount billed is in dispute. This requirement was tightened in December 2008 by HM Treasury to 10 days.

During 2008/09 there were on average some 5,055 invoice, expense and procurement card transactions per month (4,180 in 2007/08). The NPIA's payment record during the year was 76 per cent paid within the 30 days (55 per cent in 2007/08). The NPIA incurred late payment penalties totalling £1,860 (£2,904 in 2007/08). This delivers on the improvement plans published last year and will still be improved as the aim is now to pay as many items as possible within the new ten day limit.

PROVISION OF INFORMATION TO AUDITORS

There is no relevant audit information of which the auditors are unaware. The Accounting Officer has taken all necessary steps to make himself aware of any relevant audit information and to establish that the auditors are aware of that information.

DESCRIPTION OF PRINCIPAL RISKS AND UNCERTAINTIES

At the end of the financial year 2008/09, the principal risks facing the NPIA included those listed below. All risks and uncertainties listed here are being managed effectively through an internal control system.

- The cost of work required to remove data from the DNA database following a European Court of Human Rights ruling could lead to budget overspends or other work needing to be deferred while failure to remove data as directed could lead to reputational damage.
- A failure to engage with police forces in a structured professional manner may mean that stakeholder endorsement is not obtained and expectations not met.
- Non-compliance with Information Assurance requirements of the Cabinet Office could pose reputational risks externally.
- An inability to respond to support the police service in critical and major incidents where required, could lead to a failure to deliver on the mission of the NPIA and cause consequent reputational damage.
- Failure to complete equality impact assessments of all products, services, procedures, projects and key decisions could lead to failure to implement Single Equality Scheme resulting in legal implications and reputational damage.
- Failure to maintain the security and integrity of NPIA information held by third parties could lead to reputational damage and legal implications.
- The need to achieve identified and unidentified savings targets on budgets for 2009/10 may affect the delivery of business as usual and failure to achieve a balanced budget may result in reputational damage and endanger future funding.



FUTURE DEVELOPMENTS

The NPIA's Business Plan is aligned to the PSA targets set out in the 2007 Comprehensive Spending Review (CSR). We are anticipating reduction in the real resources available to forces in the next CSR as a result of the current economic climate. The NPIA's work on workforce modernisation, work to reduce bureaucracy (such as deployment of mobile data systems), support for better procurement across the service and the ISIS programme will enable forces to continue to make best use of their resources.

Within the NPIA we are working to prioritise our resources effectively in order to ensure we have sufficient resource for some of our new priorities such as those arising from the Policing Green

Paper, and it is essential that we work as efficiently as possible. A programme of Value for Money reviews has been completed to help continually examine baseline spend and identify new opportunities for savings.

Additionally, in order to better manage the investment in and subsequent delivery of high quality, efficient and effective projects and programmes, an Investment Board became operational on 1 April 2009 to provide independent assurance and support for significant investment decisions.

As of 1 April 2009, the NPIA welcomed the Police National Search Centre (PNSC) into its remit. PNSC was established following the IRA attack on the Conservative Party Conference at The Grand Hotel in Brighton in 1984. Since then it has developed

a worldwide reputation for counter terrorism search training and security co-ordination. The unit is the only authorised counter terrorism search training provider to the UK police service, training and equipping more than 1,000 officers every year on search, security co-ordination and missing person search management. It also delivers courses to partner agencies overseas. The PNSC is a joint police and military unit with officers from the British Army Corps of Royal Engineers working alongside police officers. The team was based in Kent and will deliver training from our site at Bramshill as part of the People and Development directorate.

In 2009/10 the National DNA Database and associated services will be transferred from the Forensic Science Service (FSS) to NPIA in order to enhance the security

and disaster recovery of the database. This will involve the corresponding staff from the FSS.

From 1 April 2009 the NPIA's London Estate (10 Victoria Street, New King's Beam House and Hendon Data Centre) will move its facilities management contract to the Home Office General Property Shared Services Provision. This will ensure value for money by bringing contracts and services together and help to improve consistency as we become more integrated with the Home Office family.

The NPIA's Estates Strategy for 2009-14 aims to provide clarity on the development of an estate that meets the future needs of the agency, and that demonstrates a high quality of which staff can be proud and visitors appreciate. In the coming financial year we will maintain the focused capital

investment in the refurbishment of our Ryton and Bramshill sites, and the plans to consolidate our London sites will continue to be explored in line with the Home Office's own emerging Estates Strategy.

The establishment of the NPIA National College of Police Leadership is estimated to cost £1 million for initial resource setup.



Environment, Social and Community Matters

ENVIRONMENT

We are committed to reducing our impact on the environment by implementing a programme of continual improvement.

Everyone working for us or on our behalf is required to carry out their activities in line with the 'Home Office Environmental Policy (revised April 2002)⁸'. Since April 2007, we have articulated our approach to environmental issues in an Environmental Policy Statement made by the CEO. This statement describes the broad approach we are taking across the 15 sites in the UK. All members of staff are made aware of this statement through its publication on the NPIA's intranet.

We have now completed an NPIA Estates Strategy, which will aim to deliver a fit-for-purpose estate for the future that demonstrates a high quality of which staff can be proud and that our visitors appreciate. Through the Strategy, we will ensure that our plans and development projects are managed taking into account a number of guiding principles including increased efficiency and sustainability.

We will aim to meet the best achievable standards of sustainability and energy

efficiency within location and budgetary constraints and will seek to achieve the BRE Environmental Assessment Model (BREEAM) excellence standard for all new buildings, subject to location and transport constraints.

We continue to ensure that recycling methods are incorporated into our facilities management and into planned preventative maintenance contracts, and we are a licensed waste producer, thus complying with current legislation.

The NPIA is committed to sustainable procurement and aims to improve performance whilst complying with EU Public Procurement Directives and taking account of the Home Office Sustainable Development Action Plan (2007)⁹. When specifications are being developed for goods and services, account must be taken of environmental issues where it is relevant to the contract.

SOCIAL AND COMMUNITY MATTERS INCLUDING EMPLOYMENT

As at 31 March 2009, our headcount was 2,327 people. Headcount includes permanent staff, fixed contract, contractor/agency workers and secondees. Sickness absence figures however, are measured against a base of employees only on the payroll during the relevant period. The average number of sickness absence days per employee, including long term sickness absence (i.e. more than one month) was 5.72 days, which was below our target of eight days per employee.

We have actively engaged with our staff throughout 2008/09. More than 950 staff attended sessions at the nine major NPIA sites as a forum with the Chief Officer Team to discuss key issues including:

- How the NPIA is leading the development of a National Improvement Strategy for Policing
- The agency's role in delivering the Green Paper and other aspects of police reform

⁸ The Home Office Environmental Policy is available at www.homeoffice.gov.uk/documents/ho-environmental-policy

⁹ The Home Office Sustainable Development Action Plan is available at www.homeoffice.gov.uk/documents/sustainable-dev-plan



- An update on our Valuing our People activities across the organisation

The events proved to be a great success, and the Chief Officer Team has committed to running a further round of staff engagement sessions throughout the summer of 2009 to discuss organisational developments and to talk about business plans.

Regular hour-long webchats are held monthly and also provide the opportunity for colleagues across all NPIA sites to talk directly to the Chief Executive Officer and Chief Officer Team. Staff are kept up-to-date with key developments and current issues within the agency through our hard-copy paper, 'Connect' which is available every two months and distributed to all NPIA staff. We also publish a monthly briefing paper known as 'Connection'. This is discussed between managers and staff at regular team meetings and also provides a channel for feedback.

Our Staff Council met quarterly throughout 2008/09 covering issues including organisational change, working conditions and arrangements, business performance issues, training and development, and equal opportunities and diversity. Representatives are nominated by staff and cover all directorates, the trade unions and the Police

Federation. Representatives liaise with colleagues in their own business units and Directorates where necessary to determine any issues, queries and updates requested.

The NPIA demonstrated its commitment to valuing its people this year as we achieved the Investors in People standard for the first time as a single organisation in December 2008. In the past year, work has gone into making sure that learning and development for all staff is planned, carried out and evaluated to support the achievement of the business objectives. By meeting the standard, organisations are able to improve performance and meet their objectives by effectively managing and developing their people. We will now continue to build upon this achievement by running an ongoing programme of work and evaluation to provide the best possible working environment for our people.

In addition, one goal of the Agency since vesting has been to increase the proportion of its workforce that is made up of permanent/seconded staff. This goal was expressed in the Agency's People Strategy launched in 2008 as a commitment to have the optimal staffing mix for the organisation that minimises reliance on consultants and contractors and ensures

maximum value for money. Since January 2009, the drive towards rebalancing the split between core employees and consultants/contractors saw fresh impetus being provided by the CEO-chaired Recruitment and Resourcing Approval Panel. This approach will help us to better retain skills and knowledge, plus reduce spend on non-permanent staff. However, the nature of our work, in particular the speciality of what we do and the number of time limited projects, means we will always need some interim labour for their technical, operational, educational, or research skills for discrete projects, programmes or tasks.

In February 2009, the Chief Executive Officer Peter Neyroud rewarded some teams for their exceptional contribution to the agency and in supporting the police service. These commendations are displayed in Appendix D. The NPIA also released a new Recognition and Reward Policy in 2008 to help in capturing some of these achievements and demonstrate the important role that staff play in the NPIA successfully delivering against its business plan objectives.

Promoting Equality, Diversity and Human Rights

The NPIA has a duty to promote equality. This originates from various pieces of legislation and recommendations made to the police service, but also makes good business sense. We have a unit dedicated to providing support to the NPIA to ensure that duties are met as an employer and that we also support the wider police service to meet its duties.

To support the NPIA's commitment to promote equality, the Equality, Diversity and Human Rights (EDHR) unit have further developed and begun implementation of the Single Equality Scheme, published December 2008. The Scheme covers all strands of diversity (age, disability, gender, race, religion or belief and sexual orientation) and sets out how the NPIA will promote equality and create a workplace where people feel supported and valued. The Scheme is a three year plan, and work is underway to address some of the key aspects for the first year. We have developed e-learning for all staff on equality and diversity, a marketing and communication plan for the year has been produced to raise awareness internally and externally of progress, and we have also developed a comprehensive monitoring strategy and identified a dedicated post to undertake analysis of diversity data.

EDHR has continued to support the NPIA to complete equality impact assessments on policy,

procedure, function, strategy and products. This ensures that we provide support to the police service that is efficient and effective and accessible to all communities, regardless of any differences. This year, key support has been provided to the impact assessment of the National DNA Database, the IMPACT Programme and the National Police Promotions Framework.

The unit has also begun to develop staff support networks to ensure that support is in place for people working for the NPIA who are from under-represented groups. This work is being completed in conjunction with the national diversity support groups, such as the National Black Police Association, National Muslim Police Association, National Trans Police Association, Gay Police Association, British Association of Women in Policing and National Disabled Police Association and other representatives from the NPIA. In addition to internal support, work has been undertaken in 2008/09 to review the situation in the wider police service of the progression and retention of ethnic minorities and women. This has led to a number of activities that are being led by Ministerial groups and supported by NPIA and ACPO, as well as the publication of the APA interim guidance on Local Employment Targets for Under Represented Groups.

The Equality Standard for the Police Service, also mentioned in the Green Paper, will enable forces to integrate effective equality activity across all their business processes. With an emphasis on improving core business delivery, it will support forces in overall performance improvement. It is designed to enhance community confidence, both externally in the communities served and internally. It differs from other organisations' standards in its requirement to log actual evidence, rather than a situation report, because it forms the basis for inspection by HMIC on equality and diversity performance. The NPIA developed the Equality Standard throughout the course of 2008/09, completing the standard in April 2009. Pilots with representative forces are being run from April 2009, with an evaluation and review stage leading to full implementation in late autumn.

Support has been provided to forces using the 'Airwave' radio system to record ethnicity and managing community engagement aspects of the work as an outcome of the recommendations made in the Flanagan Review of Policing in relation to Stop and Account and reducing bureaucracy.

On-going core business has included supporting the Equality/Diversity Units in forces by acting as a central source of advice and information regarding equality legislation and policy. We have

published newsletters and briefing papers on a range of equality and diversity-related topics and, in partnership with ACPO, facilitated the annual Equality Conference for the police service. We will continue to facilitate quarterly regional networking events for the lead members of staff responsible for equality and diversity in all forces, at which guest speakers from national policing organisations brief and consult with forces.

The National Policing Improvement Agency has the benefit of advice from its own Independent Advisory Panel. This panel helps ensure that the NPIA takes due account of wider community concerns when setting standards and implementing good practice for the police service as a whole. Members have direct access to the NPIA Board and CEO and operate strategically to offer independent views from diverse communities. Members are essentially a group of 'critical friends', skilled in aspects of equality and diversity. The panel and NPIA staff working alongside it have been on a learning curve, but the experience, tools and mindset are all there to realise high ambitions for equality.

Ethnicity profile

SELF-DEFINED ETHNIC ORIGIN	30 Sept 2008		31 Dec 2008		31 March 2009	
	Total	%	Total	%	Total	%
Any other Asian Background	16	0.78	15	0.71	14	0.60
Any other Black Background	26	1.26	17	0.80	18	0.77
Any other Ethnic Group	9	0.44	15	0.71	15	0.64
Any other mixed background	4	0.19	6	0.28	5	0.21
Any other White background	47	2.28	67	3.16	64	2.75
Asian or Asian British Bangladeshi	5	0.24	5	0.24	6	0.26
Asian or Asian British Indian	59	2.86	81	3.82	82	3.52
Asian or Asian British Pakistani	7	0.34	11	0.52	11	0.47
Black or Black British Caribbean	30	1.45	37	1.74	36	1.55
Chinese	8	0.39	11	0.52	11	0.47
Mixed White and Asian	5	0.24	7	0.33	7	0.30
Mixed White and Black African	5	0.24	3	0.14	3	0.13
Mixed White and Black Caribbean	3	0.15	3	0.14	3	0.13
White British	977	47.36	1239	58.36	1287	55.31
White Irish	19	0.92	30	1.41	29	1.25
Prefer not to say	255	12.36	162	7.63	165	7.09
Unknown	588	28.50	414	19.50	571	24.54
Total	2,063	100	2,123	100	2,327	100

Age profile

Age profile Q4, 2008/09	18–35	36–45	46–60	61 and over	NPIA Total
Total	724	672	854	77	2,327

Disability profile

Disability Profile Q4, 2008/09	No Disability	Prefer Not to Say	Unknown	Yes	NPIA Total
Total	1,334	126	768	99	2,327

Gender profile

Gender profile Q4, 2008/09	Male	Female	Percentage male	Percentage female	NPIA Total
Total	1,390	937	59.73	40.27	2,327

Information Assurance

Over 2008/09, Information Assurance (IA) within the NPPIA has undergone a significant change in the way it is considered and dealt with. We are very aware of the significant risk that personal data loss can bring to national and personal security and public confidence. We have initiated a highly accelerated course of action to bring us and our staff up to the required standard of awareness and vigilance. This will ensure that the NPPIA manages its information securely, effectively and in compliance with the recommendations made in the pan-government Hannigan Data Handling Review (June 2008)¹⁰.

This has led to a significant change in the way IA is seen by management, staff and the IA professionals within the NPPIA. It has contributed to a positive IA culture within the organisation.

The Information Assurance Maturity Model (IAMM) has been designed to help Senior Information Risk Owners (SIROs) establish a comprehensive programme of work to achieve progress through clearly identifiable milestones towards the achievement of three main IA goals which are:

- Embedding an Information Risk Management culture within the organisation
- Implementing best practice IA measures
- Building an effective compliance regime

The NPPIA was part of an assisted assessment for IAMM in January 2009 and reached level 1 maturity during the early part of 2009, well ahead of the deadline. We will continue to work towards compliance towards the higher levels in this model in 2009/10.

The NPPIA has established an IA Improvement Programme to co-ordinate various agency-wide change programmes to improve information security and IA. An IA Improvement Programme Board, chaired by the Chief Information Officer in his capacity as SIRO, has been developed to include all unit heads and to oversee work done within an IA Improvement Plan, which will be implemented in 2009/10.

The NPPIA has also been working to ensure that information security risks are captured and managed in the agency. In addition, the

NPPIA has released an Information Risk Management Policy ensuring that all information assets have a clear owner and that the risks are regularly assessed and managed.

All NPPIA staff are now required to undergo training in best practice to prevent loss of data. This was done through completion of a mandatory course called Protecting Information level 1, which was produced by the Cabinet Office. Staff completed this e-learning course through our own Managed Learning Environment, and were required to score 80 per cent or higher to pass.

The following tables summarise personal data incidents that have occurred during 2008/09. At the time of each incident, we reviewed the circumstances and Guidance on Notification of Data Security Breaches and concluded that these incidents were not notifiable. This is because there was very limited potential for harm to the data subjects, and the volume and sensitivity of the compromised data did not meet the thresholds identified in the Information Commissioners Guidance.

¹⁰ Data Handling Procedures in Government: Final Report, 25 June 2008, available at www.cabinetoffice.gov.uk/reports/data_handling.aspx

Table 1: Summary of protected personal data related incidents formally reported to the Information Commissioner's Office in 2008/09

Statement on information risk	An Information Security Risk Management Policy was issued during 2008/09 and mechanisms put in place to raise awareness of Information Security risks and ensure that these are considered within projects and programmes and for all new systems. Information Assurance compliance reviews have been conducted for national systems. Improvements in risk management for systems have been achieved by formal delegation of the Information Risk Owner role for systems with the authority to make decisions and accept risk within risk tolerances.			
Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	Notification steps
No incidents reported to the ICO in 2008/09	N/A	N/A	N/A	N/A
Further action on information risk	The Department will continue to monitor and assess its information risks, in light of the events noted above, in order to identify and address any weaknesses and ensure continuous improvement of its systems. Planned steps for the coming year include use of courier service or Royal Mail Special Delivery for sensitive mail; use of secure e-mail instead of fax.			

A number of very minor incidents were experienced in the NPIA in 2008/09 and after investigation, if found to require further action, were acted upon until resolved and then closed. The NPIA record all security incidents centrally, as summarised below.

Table 2: Summary of other protected personal data related incidents in 2008/09

Incidents deemed by the Data Controller not to fall within the criteria for report to the Information Commissioner's Office but recorded centrally within the Department are set out in the table below. Small, localised incidents are not recorded centrally and are not cited in these figures.

Category	Nature of incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises	0 (nil)
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Government premises	4 (four)
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	0 (nil)
IV	Unauthorised disclosure	1 (one)
V	Other	0 (nil)

It is understood that the NPIA still has work to do to achieve the higher levels in the IAMM, however, it has made significant progress though the year 2008/09. Further information on IA related controls can be found within the Statement on Internal Control.



About Us

Our status

The NPIA was established under the Police and Justice Act 2006 and came into existence on 1 April 2007. It was designed to take over all the functions of the Central Police Training and Development Authority, known as Centrex, and the Police Information Technology Organisation, known as PITO. Some Home Office and ACPO project functions were also subsumed into the organisation at vesting, and further mergers have since taken place. All of these, but particularly Centrex and PITO, are known as our precursor organisations.

We are a Non-Departmental Public Body sponsored by the Home Office, with a remit that covers most of the UK. Our duties and powers of the NPIA are vested in the tripartite NPIA Board; tripartite refers to the Association of Police Authorities, the Association of Chief Police Officers, and the Home Office, which are all involved in the direction of the agency.

Our objects

- identifying, developing, and promulgating good practice in policing
- providing police forces with expert advice about, and expert assistance in connection with, operational and other policing matters
- identifying and assessing opportunities for, and threats to, police forces in England and Wales, and making recommendations to the Secretary of State
- sharing internationally our understanding about policing issues
- providing support to police forces regarding technology, procurement, training and other personnel matters
- anything else that's reasonably expected in order to complete the above tasks



Our purpose

To achieve our purpose of making a unique contribution to improving public safety we:

- drive improvement and leading edge practice where it matters, fostering self-improvement and helping to shape the future of policing;
- deliver and develop critical essential services and infrastructure, that support policing day-in and day-out;
- provide accessible, responsive and joined-up solutions, enabling the police service to put more time into front-line police work.

Our vision

We will help to make our country and every citizen in it safer. When they need the police they will receive the right service, delivered to a consistently high standard. Services will be accessible when people require them, delivered with care, compassion and sensitivity.

Our vision is of a police service where the right staff have the time, skills, knowledge, information and equipment to give the best service, where careers are developed, where staff are recognised for good performance and are led well by people that they and the community respect.

Our vision is of a strong public service, engaged with every community, a service that values the dedication of staff and volunteers and believes that trust in the police service is crucial to a safe and confident society.



Our values are:

TRUSTED PARTNER

- We are open and honest
- We challenge when necessary
- We seek and respond positively to feedback
- We are true to ourselves and respected for our integrity
- We bring others with us when making difficult decisions

PASSIONATE ABOUT POLICING

- We work hard to understand what's needed
- We are committed to serving those who serve
- Everything we do is motivated by making a difference to public safety

FOCUSED ON DELIVERY

- We prioritise key needs
- We take ownership of and accountability for results
- We use our initiative and take considered risks
- We value joined-up thinking and solutions

QUALITY MATTERS

- We seek out and share best practice
- We evaluate options professionally and objectively
- We turn the best expertise into customer-focused solutions

VALUING PEOPLE

- We enable talented people to be successful
- We treat people with respect
- We value diversity
- We prioritise learning and development

The NPIA's Chief Officer Team

(As at 31 March 2009)

There have been changes in personnel at the Chief Officer Team level within the Resources Directorate in 2008/09. In June 2008, our then Director of Resources, John Beckerleg, left the NPIA. His successor was Donald Muir, who acted in the capacity of Interim Director, focusing on the financial side of the agency's Transformation Programme. Our current Director of Resources is Dr David Horne, who succeeded Donald in February 2009.

A number of organisational structure changes also took place during the course of the year, and the responsibilities for some units changed from one directorate to another. These changes have been made in line with the continuing effort to improve the effectiveness and efficiency of the agency.



NPIA Chief Officers' Responsibilities

(As at 31 March 2009)



**Chief Constable
Peter Neyroud QPM**
Chief Executive

PA: Catriona Lang
T 020 7147 8222

Chief Executive Officer

- Accounting Officer
- Direction & Control of all NPIA Operations
- Corporate and Public Affairs

Gavin McKinnon

Head of Secretariat

T 020 7147 8388

- Corporate Governance
- Corporate Policy
- Equality, Diversity and Human Rights
- Legal Services
- Private Office
- Public Affairs



Deputy Chief Constable Jim Barker-McCardle QPM

Deputy Chief Executive and Chief Operating Officer
Policing Policy and Practice Directorate

T 020 7147 6444

- Assisted Implementation
- Central Witness Bureau
- Citizen Focus and Neighbourhood Policing Programme
- IMPACT Programme
- Marketing and Communications
- Portfolio Development
- Professional Practice
- Research, Analysis and Information
- Schengen Information System II Programme
- Transformation Programme



Chief Information Officer Richard Earland

Information Communications Technology and Science Directorate
T 020 7147 8333

- Information and Communications Development
- Police Science and Forensics
- Chief Technology Officer Unit
- Information Services
- Information Systems Improvement Strategy (ISIS)
- Information Assurance



Chief People Officer Angela O'Connor

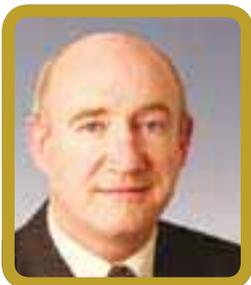
People and Development Directorate
T 020 7147 8250

Learning and Leadership

- International Academy
- Leadership Development
- Learning Programmes
- Police Leadership Services
- Proceeds of Crime Centre

People Strategy and Organisational Development

- Examinations and Assessment
- Workforce Modernisation
- Workforce Strategy



Director of Operations Tom McArthur

Operations Directorate
T 020 7147 8350

- PNC Services
- Specialist Operational Support
- Technology Product Management



Director of Resources Dr David Horne

Resources Directorate
T 020 7147 8400

- Commercial and Procurement
- Estates and Service Delivery
- Finance
- Human Resources

The NPIA Board



PETER HOLLAND CBE DL

Length of term:

September 2006–September 2009

Chairman, NPIA Board

Peter is Chairman of the NPIA Board. He was, until 2007, the elected Vice Chairman of the Association of Police Authorities, leading on IT matters, and is now an honorary Vice President.

A journalist by profession, he was at Reuters for 23 years, starting out as a financial journalist and moving through varied roles, including Managing Director of Reuters Europe, Reuters Overseas Ltd and Chairman of Reuters Latin America/Africa and what is now Reuters Television.

He was also on the boards of both Centrex and the Police Information and Technology Organisation (PITO). In 1995 he was appointed independent member of Hertfordshire Police Authority, and in 1997 was elected Chairman until standing down in 2003.

In 2001 he was appointed an independent council member of the Telecommunications Ombudsman Service Ltd and subsequently elected Chairman. He is now Chairman of the Ombudsman Service Ltd (TOSL), which operates ombudsman services for telecommunications, energy and surveyors. In 2002 he was appointed Chairman of Herts in Trust, a charity working to support safer communities and lower crime rates in Hertfordshire and in 2005 he was appointed to the Board of St John Ambulance Ltd and Chairman of its Audit Committee.



PETER NEYROUD QPM

Length of term:

April 2007–March 2010

Chief Executive Officer, NPIA

NPIA Chief Executive Officer, Peter Neyroud QPM, was previously Chief Constable of Thames Valley Police from 2002 and Vice-President of ACPO with responsibility for the NPIA and the reform of ACPO.

He has an Honours Degree in Modern History from Oriel College, Oxford University, an MSc in Professional Studies (Crime and Policing) and diplomas in Applied Criminology and Business Excellence.

A police officer since joining Hampshire Constabulary in 1980, he rose through the ranks to become Detective Superintendent with responsibility for intelligence, covert operations and drug strategy.

He was appointed Assistant Chief Constable of West Mercia Constabulary in 1998, was appointed Deputy Chief Constable two years later and was awarded the Queen's Police Medal for Services to Police in 2004. Peter Neyroud is a widely published author on policing.



SIR KEN JONES QPM

Length of term:

April 2007–March 2010

ACPO member

President of ACPO

Ken is a native of Wales, originally trained as an engineer before joining the police service in South Yorkshire. Whilst there he served in Sheffield, Rotherham, Barnsley and Doncaster in a variety of roles including community beat work, specialist detective duties and firearms operations.

During that period he received three Chief Constable's Commendations. He has commanded urban and rural divisions and also two operational support departments.

He served abroad in Hong Kong as an anti-corruption investigator in Zimbabwe as an election monitor, and in the USA where he studied the growth of private policing on the West Coast. In 1997, he was appointed Assistant Chief Constable of Avon and Somerset Constabulary.

In the years that followed he played a central part in the management of the national police response to various crises, for which he received the Queen's Police Medal. In 2000 he was appointed Deputy Chief Constable, and then in November 2001 he was appointed Chief Constable of Sussex Police.



GILLIAN PARKER QPM

Length of term:

April 2007–March 2010

ACPO member

Gillian became Chief Constable of Bedfordshire Police in July 2005, becoming the seventh woman to be appointed to the rank.

Prior to becoming Assistant Chief Constable of Suffolk, Gillian served in Leicestershire Constabulary from 1980 in a variety of roles, rising to the rank of Superintendent. As a result of her work in child abuse investigation, she later developed force policy in relation to child abuse, domestic violence and youth crime.

Whilst Staff Officer to the Chief Constable, Gillian was part of a team that reviewed policing arrangements in Jamaica. Subsequently, she served as a BCU Commander, Head of Community Affairs and Head of Corporate Development. Prior to her transfer to Suffolk in November 1998, she was the Area Commander for West Leicestershire.

In October 2000 she took over as Deputy Chief Constable, and in June 2003 was awarded the QPM. She has a BSc (Hons) in Chemical Engineering and a MSc (Cantab) degree in Applied Criminology.



VIC HOGG

Length of term:

April 2007–March 2010

Home Office member

Vic is the Deputy Director General of the Crime and Policing Group at the Home Office. The Group is responsible for delivery of the Department's strategic objectives on policing and crime reduction across England and Wales. These objectives comprise helping people feel safer; cutting crime; and supporting visible, responsive and accountable policing. The Group's responsibilities include sponsorship of a number of Home Office agencies and Non-Departmental Bodies, namely the National Policing Improvement Agency, Serious Organised Crime Agency, Independent Police Complaints Commission, Security Industry Authority, Independent Safeguarding Authority and the Criminal Records Bureau.

Vic has been a member of the Crime and Policing Group senior team since 1999. In that time he has held a number of Group Board positions, including Director of the National Drug Strategy and more recently Director of Policing Policy and Operations.



SIR PAUL STEPHENSON QPM

Length of term:

April 2007–March 2010

Commissioner Metropolitan Police Service

Paul joined the Lancashire Constabulary in 1975 and was appointed Superintendent in February 1988. This was followed by successive positions in research and development and operational commands within both Lancashire and the Royal Ulster Constabulary. He was appointed Assistant Chief Constable with Merseyside Police in October 1994. His time on Merseyside saw him leading in areas of significant organisational change and high-profile operational challenges, including the reduction of gun crime and combating terrorist activity.

On 1 May 1999 he was appointed Deputy Chief Constable with Lancashire Constabulary, assuming responsibility for the operations and operational support portfolios.

He also led on strategic development, including construction of the organisation's response to Best Value, crime reduction and development of the community and race relations strategy.

He took up the post of Chief Constable of Lancashire Constabulary on 25 July 2002, with responsibility for an organisation of over 5,600 staff and the provision of policing services to one and a half million residents and visitors to the county.

On 16 March 2005 Paul took up the post of Deputy Commissioner of the Metropolitan Police Service where his role included the function of Chief Operations Officer and in particular oversight of strategy, modernisation and performance.

Sir Paul became Acting Commissioner on 1 December 2008 and was appointed Commissioner of the Metropolitan Police Service on 28 January 2009.



PHILIP BLUNDELL

Length of term:

December 2007–
November 2010

APA member

Philip Blundell is Vice Chair of Warwickshire Police Authority, which he joined as an Independent Member in 2003.

He was Vice Chairman of the Association of Police Authorities 2007/08 and is currently an Executive Member of the APA.

Philip was a past member of Rugby Borough Council and Warwickshire County Council, where he was Leader in the 1980s; he is a lifelong Rugby resident.

Before retiring he was Chief Executive of Birmingham City Challenge.



Cllr MARK BURNS- WILLIAMSON

Length of term:

April 2007–March 2010

APA member - West Yorkshire Police Authority (Chair)

Mark sits on the APA Board as representative for Yorkshire & Humber. Mark was elected Chair of the West Yorkshire Police Authority in June 2003 to date and has been a Member of the Authority since 1999.

He has been an elected Wakefield Metropolitan District Councillor since 1998 representing the Castleford Central and Glasshoughton Ward. As a Councillor, Mark is currently Chairman of the Castleford Town Centre Partnership and Chair of the Wakefield Council Labour Group.

In June 2004 Mark was appointed to the National Executive Committee of the Association of Police Authorities (APA), where he has taken the lead on Neighbourhood Policing and joint working with the Local Government Association (LGA), amongst other things.

He is also a member of the Safer Communities Board, which is also part of the LGA structure.

Previous employment has spanned over 20 years in public and private sector organisations, including West Yorkshire County Council, Citizens Advice Bureau, CableTel Ltd, The Rugby Football League (RFL) and Halifax Plc.

He is a graduate of Bradford University (History/Politics Bsc Joint Hons), President of Glasshoughton Cricket Club, ex rugby player and lifelong supporter of Castleford Tigers RLFC.



DAVID MARSHALL

Length of term:

April 2008–March 2011

Independent Board member

For the last five years David has been an independent consultant specialising in financial management, leadership and senior management development.

David is a qualified accountant (FCMA), has extensive business experience in senior finance and HR roles and has held a number of directorships in both the public and private sectors. Currently, alongside his membership of the NPIA Board, David is a Fellow of the Centre for Leadership Studies at the University of Exeter and Chairman of the Centre for Excellence in Leadership. He is an experienced assessor, executive coach and team development adviser.



CHRIS HUGHES CBE

Length of term:

April 2007–March 2010

Independent Board member

Chris is Chair of the Learning and Skills Network, an independent company delivering £50 million of improvement training and research services. He is also Trustee and Chair Designate of the Northern Council for Further Education (NCFE), a Qualifications & Curriculum Authority (QCA) accredited awarding body.

Since 2004 he has been Chair of the Council for the Advancement of Communication with Deaf People, a QCA accredited awarding body in relation to British sign language. Chris is currently also a Trustee and Chair of the Finance Committee at the National Extension College and Trustee of the Helena Kennedy Foundation.

He is a specialist adviser to the House of Commons Select Committee on Education and Skills, Chair of the Graduate Diploma Programme at the Chartered Institute of Building

and a member of the Advisory Board at the Centre for Excellence in Leadership in Lifelong Learning. He has previously held a large number of other NED positions in the field of learning and accreditation. He is also a Fellow of the Royal Society of Arts.

The last six years of his executive career were spent as Chief Executive of the Learning and Skills Development Agency (now the Quality Improvement Agency for Lifelong Learning). He was awarded the CBE in 2005 for services to education and training, and he also won an award in 2005 for outstanding contribution to further education.



ZIGGI ALEXANDER CBE

Length of term:

April 2007–December 2008

Independent Board member

Ziggi has a professional background in human resource management and has held executive roles in strategic management in public sector organisations employing up to 56,000 people. Currently an independent consultant, she is an experienced non-executive director. She has chaired an executive non-departmental public body and served on the boards of a range of private, public, and third sector bodies, including the Social Care Institute for Excellence.

Ziggi was awarded the CBE in 2001 for services to health and social care.

Register of Members' Interests

Under paragraph 18 of the April 2007 Code of Practice for Members of the Board of the National Policing Improvement Agency, the NPIA is required to publish its register of interests in the Annual Report. Members have declared as follows:

PETER HOLLAND CBE DL **Chairman, NPIA Board**

- Chairman NPIA Board
- Chairman of The Ombudsman Service Limited (TOSL)
- Chairman of Herts in Trust
- Board Member of St John Ambulance Ltd

PETER NEYROUD QPM **Chief Executive Officer, NPIA**

- Visiting Fellow of Nuffield College, Oxford (2008-12)
- Editorship of the Oxford Journal of Policing
- Sentencing Guidelines Council
- Parole Board Review Committee
- Council for Registration of Forensic Practitioners (until December 2008)
- Member – NPIA Board

KEN JONES QPM **ACPO member –** **President of ACPO**

- Member – Association of Chief Police Officers
- Member – International Association of Chiefs of Police (IACP)
- Member – NPIA Board

GILLIAN PARKER QPM **ACPO member**

- Member – Association of Chief Police Officers
- Member – Chief Police Officers' Staff Association
- Director of North Bedfordshire Hospice Care Limited
- Member – Council of the Order of St John for Bedfordshire
- Chair of the Bedfordshire Police Partnership Trust Management Committee
- Trustee – Child Victims of Crime Charity
- Member – NPIA Board

VIC HOGG **Home Office member**

- Member – NPIA Board

SIR PAUL STEPHENSON QPM **Commissioner – Metropolitan** **Police Service**

- Trustee – Metropolitan Police Commissioner's Fund
- Trustee – The Metropolitan Police Widow's & Widower's Fund
- Trustee – The Metropolitan Police Museum Trust
- Trustee – The Metropolitan and City Police Relief Fund
- Trustee – The Metropolitan Police Sports Fund
- Trustee – The Safer London Foundation
- Patron of the Westway Development Trust
- Trustee – Police Dependents Trust
- Trustee – National Police Fund.
- Member – Association of Chief Police Officers
- Member – NPIA Board



PHILIP BLUNDELL
APA member

- Vice President – Warwickshire Police Authority

Cllr MARK BURNS-WILLIAMSON
APA member

- Chair – West Yorkshire Police Authority
- Trustee – West Yorkshire Police Community Trust
- Board Member – Wakefield Crime and Disorder Reduction Partnership
- Member – Wakefield Council
- Member – Safer Communities Board (Local Government Association)
- Trustee – Castleford Heritage Trust
- Governor of Castleford High Technology & Sports College
- Governor of Wheldon Infants School
- Chair of Castleford Town Centre Partnership (Ltd)
- Director of Glasshoughton Community Forum
- Board Member of Wakefield and District Housing Local Management Committee
- Member – NPIA Board

CHRIS HUGHES CBE
Independent Board member

- Chair of the Learning and Skills Network
- Chair of the NCFE awarding body
- Trustee at the National Extension College
- Specialist Adviser to Select Committee on Innovation Universities Science and Skills
- Chair of Signature (awarding body)
- Member – NPIA Board

DAVID MARSHALL
Independent Board member

- Director of AM Consulting
- Chairman – Inspire Learning Ltd
- Chairman – Inspire Leadership
- Independent member – Audit Committee of Learning and Skills Network
- Fellow of the Centre for Leadership Studies, University of Exeter
- Associate with t3 Consulting
- Associate with Kiddy and Partners
- Member – NPIA Board

ZIGGI ALEXANDER CBE
Independent Board member

- Self-employed management consultant
- Board trustee, Social Care Institute for Excellence
- Board trustee, National Aids Trust
- Member – NPIA Board

CHIEF CONSTABLE
PETER NEYROUD QPM
Chief Executive and
Accounting Officer

National Policing
Improvement Agency
30 June 2009

ACCOUNTING MATTERS



Statement of the NPIA's and Accounting Officer's Responsibilities

The NPIA's Responsibilities

Under Paragraphs 28 and 36 of Schedule 1 to the Police and Justice Act 2006, the NPIA is required to prepare annually its report and statement of accounts in the form and on the basis determined by the Secretary of State for the Home Department, with the consent of the Treasury. The accounts are prepared on an accruals basis and have to give a true and fair view of the NPIA's state of affairs at the year-end and of its income and expenditure, total recognised gains and losses and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual, and in particular, to;

- observe the accounts direction issued by the Secretary of State with the approval of the Treasury, including the relevant accounting and disclosure

requirements, and apply suitable accounting policies on a consistent basis;

- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed in accordance with the Government Financial Reporting Manual and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis.

The Accounting Officer's Responsibilities

The Secretary of State appointed the NPIA Chief Executive Officer as the Accounting Officer for the agency with effect from 1 April 2007. The Accounting Officer's responsibilities, including those for the propriety and regularity

of the public finances for which the Accounting Officer is answerable, for keeping proper records, and for safeguarding the NPIA's assets, are set out in the Non-Departmental Public Bodies' Accounting Officer Memorandum issued by the Treasury and published in Managing Public Money.

**CHIEF CONSTABLE
PETER NEYROUD QPM
Chief Executive and
Accounting Officer**

**National Policing
Improvement Agency
30 June 2009**

Statement on Internal Control

1. Scope of responsibility

As the designated Accounting Officer for the NPIA, I have responsibility for maintaining a sound system of internal control that supports the achievement of the NPIA's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

I have particular responsibilities in relation to business planning and performance monitoring (including financial performance), management of risk and resources, inspection and audit, and in accounting for the NPIA's activities. An additional particular function is to advise the NPIA Board of certain matters. The detail of these responsibilities is in the Management Statement and

Financial Memorandum, which is available on request from the NPIA's headquarters.

Throughout 2008/09, I reported monthly to the NPIA Board on a variety of matters including progress in identifying and managing risk, and progress in delivering the NPIA's objects. Significant matters have also been discussed personally with the Minister of State for Security, Counter-Terrorism, Crime and Policing.

2. The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level, rather than to eliminate all risk of failure to achieve policies, aims and objectives: it can therefore only provide reasonable, and not absolute, assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the NPIA's policies, aims and objectives. It is also designed to evaluate the likelihood of these risks being realised, and the impact should they be realised, and to manage them efficiently, effectively and economically.

I am satisfied that a system of internal control, whilst in need of improvement, has been in place



in the NPIA for the year ended 31 March 2009, and up to the date of this Annual Report and Accounts, and accords with Treasury Guidance. Good progress has been made over this year, particularly in budgetary, performance and risk controls. Plans are in place to further improve our internal control systems over the coming year.

3. Capacity to handle risk

The Chief Officer Team (COT) has executive responsibility for ensuring that risk is effectively managed and provides the forum to co-ordinate risk management actions. The COT ensures that the requirements of the Risk Management policy are discharged and Chief Officers, in their individual capacity as Directors, are required to ensure that within their own directorates risk management structures and processes are in place including risk registers, and risk review and escalation processes.

Directorate level risks are reviewed at regular intervals by the directorate's Senior Management Team members. Risk awareness has been raised via directorate Senior Management Team meetings and through guidance given to individual business units. Guidance on risk management

has been promulgated via the intranet, and is also included in the Project and Portfolio Management handbook. Project managers and their support staff have undertaken formal PRINCE2 training, the UK Government standard for IT project management, which includes the management of risk. In addition, the Office of Government Commerce guidelines have been adopted relating to good practice in project and programme management, which embraces the proper management of risk.

4. The risk and control framework

The NPIA's Audit and Risk Committee continues to operate as a Committee of the NPIA Board, to support it in its responsibilities for issues of risk, control and governance and associated assurance. This includes reviewing the comprehensiveness of assurances in meeting the Board and Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances. The Committee also provides an opinion on how well the Board and Accounting Officer are supported in decision taking and in discharging their accountability obligations (particularly in respect of Financial Reporting).

Criteria for risk appetite have been included in the NPIA Risk Management policy and risks associated with the implementation of the Business Plan and Business Unit Service Plans are assessed in relation to risk appetite. In addition, risks arising during the year are reviewed to determine whether the action taken is acceptable and in line with risk appetite.

Risks are recorded in risk registers at corporate, directorate and business unit level depending on the potential impact and likelihood. Risks are also identified for all key business programmes and projects, and recorded and monitored in accordance with project management methodology. A process for the escalation of new and emerging risks has been

implemented and is included in the Risk Management Policy and Policy Guidance.

Corporate risks are escalated from Directorates or identified by COT members. Each corporate risk is owned by a COT member who provides an update on progress against action identified in relation to these risks for reporting quarterly to the Audit and Risk Committee. The NPIA's Operating Board was established and in effect from April 2008. The aim of the Operating Board is to monitor and scrutinise the performance of the Agency, including the management of risk, and to aid in any mitigating action required if necessary. The Operating Board meets monthly and is chaired by the Chief Operating Officer, who is also the agency's Deputy Chief Executive



Officer. The Operating Board reviews corporate risks in order to confirm risk ratings, actions and progress and that the mitigating action is sufficient to manage the risk.

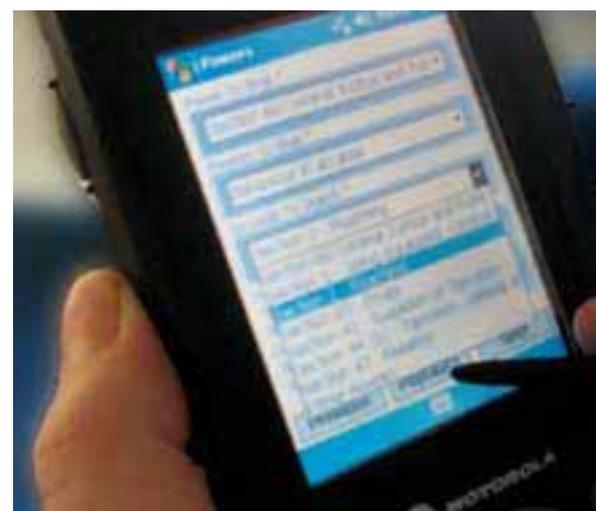
The Chief Officer Team remains committed to maintaining a business management system (BMS) that is compliant with the international standard, ISO 9001. Under the leadership of Tom McArthur, Director of Operations, the range of the agency's projects, programmes and service delivery activities that use the BMS has been clearly defined. There are plans to include other significant areas of work within this range. Continuing compliance to ISO 9001 was confirmed by Lloyd's Register Quality Assurance Ltd

in May 2009. The associated certification is valid until 2012, subject to successful performance at six-monthly audits.

An Information Security Risk Management Policy was issued during 2008/09 and mechanisms put in place to raise awareness of Information Security risks and ensure that these are considered within projects and programmes and for all new systems. Information Assurance compliance reviews have been conducted for national systems. Improvements in risk management for systems have been achieved by formal delegation of the Information Risk Owner role for systems with the authority to make decisions and accept risk within risk tolerances.

As part as the annual risk assessment process Information Asset Owners (IAO) within the NPIA are required to provide an Annual Written Judgement, which is a subjective state of their own environment, and a Quarterly Risk Assessment on the Information Assets under their ownership. These risk assessments are then independently calibrated by a group of IA professionals within the NPIA and form the NPIA Information Assurance Risk Register.

Information management for contracts with external suppliers has been improved and OGC security clauses implemented in all existing and future contracts.





5. Review of effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and the Audit and Risk Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Over the year budget management and financial systems have significantly improved and further improvements have resulted

from the implementation of a new financial infrastructure, a Finance Improvement Plan and a Transformation programme, together with an intention to recruit permanent staff in key areas. However, further work is still required adequately to manage financial risk.

Taking these improvements into account, along with the control problems documented below, I am able to provide moderate assurance regarding the internal control system in the areas for which I am responsible.

6. Significant internal control problems

An internal audit during 2008/09 highlighted weaknesses in SAP. All recommended actions have been implemented, rectifying these problems. A separate internal audit highlighted some

weaknesses in budgeting and forecasting processes. Measures have been put in place to address these weaknesses and as part of the Financial Transformation Plan there has been a complete review of the finance organisation, the outcome of which is a new structure with a clearer delineation of responsibilities. Weaknesses were also highlighted in procedures to maintain the security and integrity of NPPIA information held by third parties. An action plan has been implemented to ensure that increased controls are in place to better achieve greater protection.

**CHIEF CONSTABLE
PETER NEYROUD QPM
CHIEF EXECUTIVE AND
ACCOUNTING OFFICER,**

**National Policing Improvement
Agency,
30 June 2009**



Remuneration Report

REMUNERATION POLICY

The policy and remuneration of the directors and other senior staff of the NPIA are overseen by the Remuneration Sub-Committee of the NPIA Board.

The Committee comprises of Peter Holland (Chairman of NPIA Board), David Marshall (Independent Board member and Chairman of the Resources Committee) and Chris Hughes (Independent Board member and Chairman of the Audit and Risk Committee).

In reaching its recommendations, the Committee has regard to the following recommendations:

- The need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities
- Regional/local variations in labour markets and their effects on the recruitment and retention of staff
- Government policies for improving the public services, including the requirement on departments to meet the output targets for the delivery of departmental services
- The funds available to departments as set out in the Government's departmental expenditure limits
- The Government's inflation target

SERVICE CONTRACTS

Civil Service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointments to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless otherwise stated below, the officials covered by this report hold appointments that are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The Chairman, Chief Executive Officer, and Deputy Chief Executive Officer have fixed-term contracts of between three and five years.

Further information about the work of the Civil Service Commissioners can be found at www.civilservicecommissioners.gov.uk.



APPOINTMENT OF BOARD MEMBERS AND DIRECTORS

As a Non-Departmental Public Body, the NPIA is sponsored and funded by the Home Office. The agency's Board comprises representatives of ACPO, APA and the Home Office, together with the Chair, the Chief Executive Officer and two Independent Board members. NPIA's Board Members are appointed under the Police and Justice Act 2006.

	Date Appointed	Term Ends	Fee £'000
Independent Members			
Ziggi Alexander	01 April 2007	31 December 2008	20
Chris Hughes	01 April 2007	31 March 2010	20
David Marshall	21 April 2008	01 April 2011	20
Peter Holland (Chairman)	01 April 2007	30 September 2009	Please see tables overleaf
ACPO			
Gillian Parker	01 April 2007	31 March 2010	No remuneration
Sir Ken Jones	01 April 2007	31 March 2010	No remuneration
Metropolitan Police Service			
Sir Paul Stephenson	01 April 2007	31 March 2010	No remuneration
APA			
Phillip Blundell	01 December 2007	30 November 2010	No remuneration
Mark Burns-Williamson	01 April 2007	31 March 2010	No remuneration
Home Office			
Vic Hogg	01 April 2007	31 March 2010	No remuneration
Executive Members			
Peter Neyroud (Chief Executive Officer)	01 April 2007	31 March 2010	Please see tables overleaf

Salaries, emoluments and pension entitlements of the Chairman of the NPIA Board (Audited)

Name with date appointed	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Peter Holland (1 April 2007)	95-100	105-110 (120-125)	-	2.5-5	-	5-10	-	76	124	36	BBA to Premium



Salaries, emoluments and pension entitlements of the Senior Management Team (Audited)

All started at 1 April 2007 unless otherwise indicated.

Name with date Appointed	Salary (full year equivalent) 2008/09	Salary (full year equivalent) 2007/08	Benefits in kind	Real increase in pension	Real increase in lump sum	Total Accrued Pension at age 60 at 31 March 2009	Total Lump Sum at age 60 at 31 March 2009	CETV at 31 March 2008 (See below)	CETV at 31 March 2009	Real increase in CETV	Pension scheme (PCSPS or as shown)
	£'000	£'000	£	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Peter Neyroud QPM** Chief Executive Officer	190-195	190-195	14,331 (10,482)	15-20	90-95	95-100	600-605	1,760	2,972	1,212	NPIA Police Scheme
Jim Barker –McCardle QPM** Deputy Chief Executive and Chief Operating Officer (1 December 2007)	160-165	45-50 (140-145)	-	10-15	60-65	80-85	505-510	1,404	2,259	855	NPIA Police Scheme
John Beckerleg* (until 30 June 2008) Director of Resources	90-95 (100-105)	110-115	-	0-2.5	-	0-5	-	37	44	6	Premium
Dr David Horne (from 16 February 2009) Director of Resources	15-20 (125-130)	-	-	0-2.5	-	0-5	-	-	3	-1	Nuvos
Tom McArthur Director of Operations	115-120	110-115	-	2.5-5	-	15-20	-	235	300	33	Premium
Angela O'Connor Chief People Officer	140-145	130-135	-	0-2.5	0-5	35-40	110-115	571	633	19	Classic
Richard Earland Chief Information Officer	155-160	145-150	-	0-2.5	-	30-35	-	500	566	25	Premium

The role of Director of Resources was filled by Donald Muir, a contractor, from 1 July 2008 until 15 February 2009. Fees for this service, including accommodation costs met by the NPIA, amounted to £296,000.

*The Director of Resources, John Beckerleg, left on 30 June 2008 and received a severance payment, including lieu of notice, of £64,000.

**The Chief Executive Officer and Deputy Chief Executive Officer are provided with accommodation as part of their role. The cost of this, in 2008/09, was £23,200 and £22,900 respectively. The NPIA is currently reviewing the tax treatment and will bear any tax that may fall due.

Salary

Salary includes gross salary, performance pay or bonuses, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, private office allowance and any other allowance to the extent that it was subject to UK taxation.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the NPIA and treated by HM Revenue and Customs as a taxable emolument. The Chief Executive Officer had the use of a motor vehicle and driver. The NPIA met the cost of the tax liability on this benefit.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes: either a 'final salary' scheme (classic, premium or classic plus) or a 'whole career' scheme (nuvos). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with changes in the Retail Price Index (RPI). Members joining from October 2002 may opt for either the appropriate defined benefit arrangement, or a good quality 'money purchase' stakeholder pension with a significant employer contribution (partnership pension account).

Employee contributions are set at the rate of 1.5 per cent of pensionable earnings for classic and 3.5 per cent for premium, classic plus, and nuvos. Benefits in

classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits in respect of service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 calculated as in premium. In nuvos, a member builds up a pension based on his/her pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March), the member's earned pension account is credited with 2.3 per cent of their pensionable earnings in that scheme year, and the accrued pension is uprated in line with RPI. In all cases, members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.



The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3 per cent and 12.5 per cent (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3 per cent of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8 per cent of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium, and classic plus and 65 for members of nuvos.

Further details about the Civil Service pension arrangements can be found at the website

www.civilservice-pensions.gov.uk

Police Officer Pensions

Seconded police officers are members of the pension schemes managed by their associated police forces.

The NPIA paid £2.7 million in employer contributions to said forces.

Other Schemes

The Senior Officers' pension scheme is identical to the Police Pension Scheme 1987, except that it allows benefits in respect of earnings above the earnings cap. The Chairman's scheme is Broadly By Analogy (BBA) to the Premium PCSPS Scheme. As part of the Senior Officers' Pension Scheme, the NPIA accepts liability for payment of the pension benefits in respect of the officer's past service with a police force, although no transfer values are payable from a former employer in respect of this liability, as well as their pensionable service whilst employed by the agency. Pension benefits are paid as they fall due from the NPIA resources.

Pensions paid in the year are charged against the Pension Provision (see Accounts and Notes to the Accounts). In order to comply with HM Treasury's Financial Reporting Manual and Accounts Guidance, the NPIA is required to provide in these accounts for the full value of the expected future pensions liabilities of the officers. The NPIA commissioned the Government Actuary's Department (GAD) to value the scheme liabilities as at 31 March 2009. Full provision for this liability is reflected in the balance sheet and is based on the assumptions and information set out in the Notes to the Accounts.

Cash Equivalent Transfer Values

A cash equivalent transfer value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the

member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement that the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchase of additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

The real increase in CETV reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the

start and end of the period.

There are many reasons that could cause a negative value in the 'real increase in CETV' including:

- If a rise in pensionable salary is less than the rate of inflation;
- If someone joined or left mid year;
- The pension factors for the over 60s decrease the value of the pension that could have been taken at 60.

**CHIEF CONSTABLE
PETER NEYROUD QPM
Chief Executive and
Accounting Officer,**

**National Policing
Improvement Agency
30 June 2009**



National Policing Improvement Agency

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the Financial Statements of the National Policing Improvement Agency (NPIA) for the year ended 31 March 2009 under the Police and Justice Act 2006. These comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and Statement of Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of NPIA, Accounting Officer and auditor

The NPIA and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, the Remuneration Report and the Financial Statements in accordance with the Police and Justice Act 2006 and directions made thereunder and for ensuring the regularity of financial transactions.

These responsibilities are set out in the Statement of NPIA's and the Accounting Officer's Responsibilities.

My responsibility is to audit the Financial Statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the Financial Statements give a true and fair view and whether the Financial Statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police and Justice Act 2006 and NPIA's directions made thereunder. I report to you whether, in my opinion, the information, which comprises the Management Commentary, included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial

transactions conform to the authorities which govern them.

In addition, I report to you if NPIA has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects NPIA's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of NPIA's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises the foreword, the unaudited part of

the Remuneration Report and the Appendices to the Annual Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by NPIA and the Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to NPIA's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration

Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Police and Justice Act 2006 and directions made thereunder by the Secretary of State, of the state of NPIA's affairs as at 31 March 2009 and of its net expenditure for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police and Justice Act 2006 and directions made thereunder; and
- information, which comprises the Management Commentary, included within the Annual Report, is consistent with the financial statements.

Opinion on Regularity

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

Amyas C E Morse
Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS

7 July 2009

The maintenance and integrity of the agency's website is the responsibility of the Accounting Officer; the work carried out by the auditors does not involve consideration of these matters and accordingly the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

The Statement of Accounts

Income and Expenditure Account for the year ended 31 March 2009

	Note	2008/09	Restated 2007/08
Income		£'000	£'000
- Fees and other income	2	106,617	82,303
- Police Training Authority Trust		2	2
Total Income from Continuing Operations		106,619	82,305
Expenditure			
- Staff costs	3	101,211	91,520
- Other running costs	4	455,470	397,724
- Depreciation and Amortisation	5	20,933	19,509
- Impairment and Write Offs	5	508	11,252
- Unrealised loss on Indexation and Revaluation	5	2,273	9,427
Total expenditure		580,395	529,432
Net expenditure before interest and notional cost of capital		(473,776)	(447,127)
Loss on Disposal of Fixed Assets	5	(429)	(2,009)
Interest received		2,208	2,659
Notional cost of capital		(7,781)	(6,289)
Net resource expenditure		(479,778)	(452,766)
Interest remitted to Consolidated Fund		(2,208)	(2,659)
Notional cost of capital reversed		7,781	6,289
Net expenditure for the year		(474,205)	(449,136)

The NPJA was funded in the financial year 2008/09 from a top slice of the total funds available to provide for policing including grants to police authorities. The budgeted amount for the year was £576.81 million (2007/08 £597.79 million). All income and expenditure was derived from continuing operations with the exception of the issuance of Initial Police Learning and Development Programme grants, which ceased in 2008/09 (2007/08 £15.3 million) see Notes 4 and 6.

The accounting policies and notes on pages 106 to 133 form part of these accounts.



Statement of Recognised Gains and Losses for the year ended 31 March 2009

Note	2008/09			2007/08
	NPIA	Trust	Total	
	£'000	£'000	£'000	£'000
Changes in valuation assumption on Pension				
Senior Police Officers' Pension Scheme	14	640	-	640
Broadly by Analogy Pension Scheme	14	(12)	-	(12)
Unrealised surplus on revaluation of investments	9	-	15	15
Unrealised surplus/(loss) on revaluation of fixed assets by revaluation	15	(13)	-	(13)
Unrealised surplus on revaluation of fixed assets by indexation	15	3,336	-	3,336
Recognised gains / (losses) in the period		3,951	15	3,966
			3,966	4,017

The accounting policies and notes on pages 106 to 133 form part of these accounts.

Balance Sheet as at 31 March 2009

	Note	31 March 2009		Restated 31 March 2008	
		£'000	£'000	£'000	£'000
Fixed Assets					
- Intangible	7	9,798		7,338	
- Tangible	8	295,405		224,172	
- Investments	9	377		362	
			305,580		231,872
Current Assets					
- Cash at bank and in hand	10	5,245		42,254	
- Debtors and prepayments	11	34,850		35,459	
			40,095		77,713
Creditors (amounts falling due within one year)	12		(71,729)		(99,261)
Net current (liabilities)/assets			(31,634)		(21,548)
Total assets less current liabilities			273,946		210,324
- Provisions for Liabilities and Charges	13		(11,573)		(12,608)
FRS17 pension Liability	14		(5,178)		(5,285)
Total assets less liabilities			257,195		192,431
Financed by					
- Pension Fund	15		(5,178)		(5,285)
- Revaluation Reserve	15		11,687		10,773
- Donated Assets Reserve	15		2,072		2,085
- Income and Expenditure Reserve	15		248,192		184,454
- Trust Funds	15		422		404
			257,195		192,431

The accounting policies and notes on pages 106 to 133 form part of these accounts.

CHIEF CONSTABLE
PETER NEYROUD QPM
 Chief Executive and
 Accounting Officer,

National Policing Improvement Agency
 30 June 2009

Cash Flow Statement for the year ended 31 March 2009

	Note	2008/09	Restated 2007/08
Operating activities		£'000	£'000
- Net cash (outflow) from operating activities	19	(491,436)	(377,021)
- Returns on investments and servicing of finance	19	2	2
Capital expenditure			
- Cash (outflow) to acquire intangible fixed assets	7	(1,929)	(663)
- Cash (outflow) to acquire tangible fixed assets	19	(78,653)	(89,682)
- Cash inflow on disposal of assets		7	5,033
Net cash (outflow) before financing		(572,009)	(462,331)
Financing – Grant in Aid	15	535,000	465,917
Increase (Decrease) in cash	19	(37,009)	3,586



Notes to the Statement of Accounts

1. ACCOUNTING POLICIES

a) Accounting convention

The statement of accounts has been prepared in accordance with the accounts direction issued by the Secretary of State for the Home Department with the consent of HM Treasury, in accordance with Paragraph 36, Schedule 1 of the Police and Justice Act 2006.

The accounts meet:

- the accounting and disclosure requirements of the Companies Act 1985 to the extent that such requirements are appropriate to the NPIA and are in line with the requirements of the accounts direction
- standards issued or adopted by the Accounting Standards Board
- disclosure and accounting requirements of HM Treasury
- the requirements of the accounts direction and the financial memorandum
- the Financial Reporting Manual (FReM) insofar as it is appropriate to the accounts of the NPIA.

Accounts for the Police Training Authority Trust have been included within the accounts of the NPIA.

b) Grants and Grant in Aid

The NPIA receives the majority of its funding by way of Grant in Aid from the Home Office. The grants received are used to finance expenditure which supports the statutory and other objectives of the agency. These grants are treated as financing and credited to the Income and Expenditure Reserve because they are regarded as contributions from a controlling party.

c) Recognition of Income

The NPIA recognises income, net of VAT, on an accruals basis at the transaction amount or the amount which the customer is committed to pay.

Where fees have been invoiced and the service has not been completed by the year end, fees are treated as deferred income. The amount deferred is calculated by reference to the proportion of work undertaken at the end of the year relative to the target timescale for the work and is released back to the Income and Expenditure Account as the work is completed.

d) Tangible fixed assets

Fixed assets are valued on the balance sheet at modified historic cost. They are defined as assets that are acquired, or constructed, with the intention of being used on a continuing basis, for a period of more than one year, and with an original purchase cost equal to or more than £5,000, or as an asset valued at less than £5,000 within a group of similar assets which are valued at more than £5,000.

Donated assets, consisting of art and antiques, are included at the valuation for insurance purposes as prepared by Webb Valuations Fine Art Ltd in November 2008 and are not depreciated.

e) Software fixed assets

The costs of purchasing major software licences are capitalised as intangible fixed assets. The costs of major software and website development and enhancement including related consultancy costs are capitalised as fixed assets, although ongoing software maintenance costs are written off in the period in which they are incurred.

f) Depreciation & Amortisation

Depreciation is provided on fixed assets on a straight-line basis to



write off the cost or valuation evenly over the asset's anticipated life. The anticipated useful lives of assets for the calculation of depreciation are as follows:

- Land (freehold)
Not depreciated
- Buildings (including dwellings)
5 to 50 years
- Plant and machinery
5 years
- Computer hardware
3 to 7 years
- Software development
3 to 10 years (to align with useful life of service)
- Other equipment
5 to 10 years
- Art and antiques
Not depreciated
- Vehicles
5 to 7 years
- Communications Network
12 to 14 years
- Office Equipment
5 years
- Furniture and Fittings
7 to 10 years

- Software licences
3 to 5 years
- Assets under Construction
Not depreciated

Art and Antiques are not depreciated because of their nature. Many of the items are unique, and in line with the FReM definition of Heritage Assets, the value of each is unlikely to be fully reflected in a financial value derived from a market mechanism of price. They are irreplaceable, their life is measured in hundreds of years, and so the value might increase over time even if the physical condition deteriorates.

g) Revaluation

In order to disclose fixed assets in the Balance Sheet by reference to current costs, an appropriate index has been applied to the net book value of each asset. Any permanent diminution in the value of fixed assets is charged to the Income and Expenditure Account. Assets are not revalued in their year of acquisition as their current and historical cost would not be materially different. A review of the valuation of Land and Buildings is carried out periodically by an independent valuer to advise on impairment.

h) Investments

The Charity Commission for England and Wales, under the power of the Charities Act 1993 granted a new scheme on 9 March 2004. This created The Police Training Authority Trust, with the object of promoting life-long learning and continuous professional development to those employed in the police service of England and Wales, by the provision of items, services, facilities and awards, thereby improving the efficiency and effectiveness of the service.

The Police Training Authority Trust has investments in unit trusts authorised as investments for charities. The units are valued at the mid-point of the buy and sell price quoted on the last trading day of March in each year. The Chair and the Chief Executive Officer of the NPIA are the trustees of the Trust and, therefore, these investments have been included due to common control. There were no acquisitions or disposals of investments during the year.

i) Stock

There was no material stock held at the end of the financial period.

j) Notional charges

In accordance with the FReM a notional charge for assets and liabilities in the balance sheet (with liabilities attracting a negative charge) in the period is included in the Income and Expenditure Accounts, along with an equivalent reversing notional income to finance the charge.

The charge for the period is calculated using the HM Treasury's rate of 3.5 per cent applied to the mean value of assets and liabilities in the balance sheet (with liabilities attracting a negative charge) at the start and end of the financial year.

k) Notional costs

Notional costs for services such as building works procurement provided by the Home Office without charge have not been included in the accounts.

l) Operating leases

Payments made under operating leases on equipment are charged to the Income and Expenditure Account on a straight-line basis.

m) Pension schemes

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS), which is a defined benefit scheme and is unfunded and, since 1 October 2002, can be contributory. Although the scheme is a Defined Benefit type, it is accounted for as a Defined Contribution scheme under the requirements and exemptions of FRS 17, Retirement Benefits.

The NPIA recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. The rate of employer's contribution is determined from time to time by the Government Actuary and advised by HM Treasury. The NPIA employs a small number of Police Officers for whom the NPIA run an unfunded Police Pension Scheme and a By Analogy Scheme (that is analogous to PCSPS) for the Chairman. These schemes are Defined Benefit Schemes and are accounted for under the requirements of FRS17 (see Note

14). Contributions are charged to the Income and Expenditure Account.

n) Value Added Tax (VAT)

Vocational training and examination services provided by the NPIA are exempt from VAT.

Police National Computer (PNC) services are provided under statute and are therefore deemed to be non-business for VAT purposes. Other services are funded by the Home Office from the Police Grant, provided to police forces by the NPIA on an agency basis and the VAT thereon is recovered from the forces.

Expenditure in these statements is inclusive of VAT to the extent that we are not able to reclaim input VAT in line with our exempt and non-business status.

o) Insurance

The NPIA self-insure for all aspects of insurance, except for vehicle insurance and international travel insurance, which is purchased at market value and accounted for directly to the Income & Expenditure Account. The Home Office underwrite the risk associated with the self-insured element.

p) Research and development

Research and development costs are written off in the year of expenditure.

q) Provisions

Provision is made for early retirement, redundancy and property costs when any relevant programme is announced and a constructive obligation is created. Further provision is made for personal injury and employment claims as well as a dilapidation provision to cover the cost of restoring a leased property to its original state.

r) Pensions reserve

In accordance with Government accounting guidance, actuarial gains/losses on pension scheme liabilities are recognised in the Statement of recognised Gains and Losses. The movement in gain/loss is shown in the Pension Reserve.

s) Restatement of Balance Sheet and Operating Cost Statement as a result of Machinery of Government Changes for the year ended 31 March 2008**Summary of the changes to the organisation**

The training and licensing activities of the Asset Recovery Agency (ARA) were transferred to the NPIA on 1 April 2008. The balance of the ARA was transferred to the Serious Organised Crime Agency.

Machinery of Government changes which involve the merger or the transfer of functions or responsibility of one part of the public service sector to another, are accounted for using merger accounting in accordance with Financial Reporting Standard (FRS) 6. This requires the restatement of the opening Income and Expenditure Account, Balance Sheet, Statement of Recognised Gains and Losses, Cash Flow Statement and associated Notes to the Accounts. The Income and Expenditure Account and Balance Sheet were restated as follows on the next page.



1. s) Summary of the changes to the organisation

Restatement as a result of Machinery of Government Changes: Income and Expenditure Statement

	Published balance 2007/08	Movements arising on transfer	Restated 2007/08
	£'000	£'000	£'000
	NPIA	ARA	
Income			
Fees and other income	81,512	791	82,303
Police Training Authority Trust	2	-	2
Expenditure			
Staff Costs	90,480	1,040	91,520
Other running costs	396,731	993	397,724
Depreciation and amortisation	19,509	-	19,509
Impairment and write offs	11,252	-	11,252
Unrealised loss on indexation and revaluation	9,427	-	9,427
Net Expenditure before interest and notional cost of capital	(445,885)	(1,242)	(447,127)
Profit/(loss) on Disposal of Fixed Assets	(2,009)	-	(2,009)
Interest received	2,659	-	2,659
Notional cost of capital	(6,289)	-	(6,289)
Net resource expenditure	(451,524)	(1,242)	(452,766)
Interest remitted to consolidated fund	(2,659)	-	(2,659)
Notional cost of capital reversed	6,289	-	6,289
Net expenditure for the financial year	(447,894)	(1,242)	(449,136)

1. s) Summary of the changes to the organisation

Restatement as a result of Machinery of Government Changes: Balance Sheet

	Published balance 2007/08	Movements arising on transfer	Restated 2007/08
	£'000	£'000	£'000
Fixed Assets	NPIA	ARA	
Intangible	7,338	-	7,338
Tangible	224,149	23	224,172
Investments	362	-	362
Current Assets			
Cash at bank and in hand	42,254	-	42,254
Debtors and prepayments	35,185	274	35,459
Creditors (amounts falling due within one year)	(98,662)	(599)	(99,261)
Net current (liabilities)	(21,223)	(325)	(21,548)
Total assets less current liabilities	210,626	(302)	210,324
Provisions for Liabilities and Charges	(12,608)	-	(12,608)
FRS 17 Pension Liability	(5,285)	-	(5,285)
Total assets less liabilities	192,733	(302)	192,431
Financed by:			
Pension Fund Reserve	(5,285)	-	(5,285)
Revaluation Reserve	10,773	-	10,773
Donated Assets Reserve	2,085	-	2,085
Income and Expenditure Reserve	184,756	(302)	184,454
Trust Funds	404	-	404
	192,733	(302)	192,431

2. Income

	2008/09	Restated 2007/08
Funding	£'000	£'000
Funding from police authorities	35,871	32,668
Scottish Executive	20,952	17,429
Other Home Office Funding	10	-
	56,833	50,097
Fees and Other Income		
Information Services	29,512	14,914
People and Development Services	17,331	15,835
Other Income	2,941	1,457
	49,784	32,206
Total	106,617	82,303

Fees and Charges

The NPIA's improvement agenda is funded both from the Police Grant and from police forces by charging for its services. Fees are charged for NPIA's services as set out below the table. This information is provided for the purposes of reporting fees and charges information, not to comply with SSAP25.

	2008/09			Restated 2007/08		
	Full Cost	Income	Surplus/ (Deficit)	Full Cost	Income	Surplus/ (Deficit)
	£'000	£'000	£'000	£'000	£'000	£'000
Fingerprint identification (IDENT1)	32,973	14,788	(18,185)	28,297	8,997	(19,300)
Police National Computer (PNC)	29,526	1,258	(28,268)	31,766	1,089	(30,677)
National DNA Database (NDNAD)	9,517	1,337	(8,180)	8,877	1,131	(7,746)
Project support charges	42,709	10,075	(32,634)	25,056	1,421	(23,635)
Other information services	70,918	2,054	(68,864)	41,748	2,276	(39,472)
Information services	185,643	29,512	(156,131)	135,744	14,914	(120,830)
Exams and Assessment	5,427	1,717	(3,710)	5,297	1,645	(3,652)
Learning and Development Services	16,840	9,638	(7,202)	15,111	8,828	(6,283)
Leadership Development Services	6,646	4,173	(2,473)	7,001	4,256	(2,745)
Other people and development services	12,290	1,803	(10,487)	11,839	1,106	(10,733)
People and development services	41,203	17,331	(23,872)	39,248	15,835	(23,413)
Property recharges	22,432	2,039	(20,393)	23,012	307	(22,705)
Other	36,592	902	(35,690)	25,994	1,150	(24,844)
Total	285,870	49,784	(236,086)	223,998	32,206	(191,792)



IDENT1

Fees are charged for the use of the fingerprint identification database (IDENT1) by police forces and the UK Border Agency.

PNC

Police organisations provide funding for PNC, which is included in Note 2 on page 112.

Non-police organisations were charged for the use they made of the PNC facilities based on transaction volume. The charging policy was consistent throughout all categories of customers, and no element of cross-subsidisation was present. The only non-forces not charged were those that access the PNC on behalf of forces, and thereby reduce workloads on the forces.

National DNA Database

Charges are levied to cover the costs of accrediting the scientific laboratories that analyse DNA samples and send profiles to the Database.

Project support charges

The NPJA develops policing related systems and provides project services to police related bodies. Charges are levied to recover costs which were not funded by the Home Office Grant in Aid.

Exams and Assessments

Police forces contribute towards the costs of this service; the balance is funded from Grant in Aid.

Learning, Development and Leadership services

The People and Development Directorate's main function was to provide training to the police forces of England and Wales. For the most part that training was provided free of charge. Training and consultancy was also supplied to UK Government departments, and to overseas police forces and governments, which was charged for on a full-cost basis.

Property recharges

Charges for the use of the NPJA's site facilities including conference and bedrooms. Where other organisations occupy premises within the NPJA estate, charges are made for rent and for the cost of the utilities and other facilities

Deficit

The overall deficit on fees and charges was funded by Grant in Aid received from the Home Office and by funding from police authorities and the Scottish Executive.

3. Staff costs

a) Aggregate payroll costs, including seconded-in

	2008/09	Restated 2007/08
Staff	£'000	£'000
Employee salaries and wages	44,551	40,245
Pension costs	9,066	8,364
Social security costs	3,743	3,637
Home Office Secondees	3,041	3,126
Seconded-in officers	19,705	16,469
Temporary and Contractors	19,392	13,061
FRS17 Pension Costs	521	5,885
Other Costs *	1,192	733
Total	101,211	91,520

* Included in Other Costs above is £1.135 million (£559,000 in 2007/08) in respect of retirement and redundancy costs

An additional £850,000 (employees £467,000, temporary staff £383,000) has been capitalised.

	2008/09	2007/08
b) Mean average number of employees over 12 months	No.	No.
Permanent staff	1,258	1,140
Home Office Secondees	64	79
Seconded-in Officers	266	259
Temporary and Contractors	444	405
Total	2,032	1,883

There are three directly employed police officers included within the permanent staff number above (three in 2007/08).

4. Other running costs

	2008/09	Restated 2007/08
	£'000	£'000
Accommodation costs (including light and heat)	7,383	7,049
Consultancy	22,519	66,711
Information Technology Equipment	36,615	21,470
IT – Airwave	208,982	205,119
IT support and maintenance	41,161	31,099
Examination and Training Services*	4,686	-
Professional Programme and Technical Services*	12,050	-
Maintenance and equipment	15,164	14,166
Printing and stationery	1,924	1,567
Recruitment	1,374	715
IPLDP Grant to Police Forces	-	15,330
Staff training	3,776	1,944
Travel/vehicle costs	6,555	6,653
Grants**	65,066	-
Telecommunications	4,224	6,799
Operating leases	6,297	4,703
Audit fee	155	180
Movement in bad debts provision	395	206
Movement in other provisions (see Note 20)	512	1,227
Other general expenses***	16,632	12,786
Total	455,470	397,724

* Examination and Training Services and Professional Programme and Technical Services are additional classifications which were reported as consultancy in 2007/08

** Grants includes those given to police forces for Mobile Information Capital Funding £55.125 million, £8 million for Tasers and £600,000 to the Missing Persons Helpline.

*** A Grant is payable annually to the Centre for the Registration of Forensic Practitioners (see Note 20)

5. Depreciation and revaluation of fixed assets

a) Depreciation and amortisation

	Note	2008/09	Restated 2007/08
		£'000	£'000
Intangible assets	7	1,538	3,395
Tangible assets	8	19,395	16,114
Total		20,933	19,509

b) Charges for impairments and write offs

	Note	2008/09	Restated 2007/08
		£'000	£'000
Impairment of refurbished buildings	8	478	11,192
Write offs - cost	8	30	60
Total		508	11,252

c) Disposals

	Note	2008/09	Restated 2007/08
		£'000	£'000
Loss on disposal at Net Book Value	-	429	2,009
Total		429	2,009

d) Revaluation of fixed assets

	Note	Cost	Depreciation	Net
		£'000	£'000	£'000
Intangibles - indexation	7	(1,002)	468	(534)
Tangibles - indexation	8	756	841	1,597
Tangibles - revaluation	8	(13)	-	(13)
				1,050

Unrealised gains and losses (above historic cost) to statement of recognised gains and losses - indexation	3,336
Unrealised gains and losses (above historic cost) to statement of recognised gains and losses - revaluation	121
Unrealised losses (below Historic cost) to income and expenditure account - indexation	(2,273)
Unrealised losses (below Historic cost) to Donated Assets Reserve - Arts and Antiques revaluation	(134)
Total	1,050

6. Discontinued operations

The Initial Police Learning and Development Programme (IPLDP) grant that the NPIA was responsible for paying to the police forces in 2007/08 ceased in 2008/09.

All income and expenditure arose from operations of the NPIA.

7. Intangible assets

	Software Licences
Cost	£'000
At 1 April 2008	15,527
Additions	1,929
Transfers from assets under construction	2,506
Disposals	(14)
Transfer	30
Adjustments on indexation	(1,002)
At 31 March 2009	18,976
Amortisation	
At 1 April 2008	8,189
Charge in the year	1,538
Disposals	(7)
Transfer	(74)
Adjustments on revaluation/indexation	(468)
At 31 March 2009	9,178
Net Book Value at 31 March 2009	9,798
Net Book Value at 31 March 2008	7,338

8a. Tangible assets

Assets – Cost & Depreciation Reconciliation

	Land and Buildings	Dwellings	Vehicles	Plant and Machinery	Communications	IT Hardware	Fixtures and Fittings	Antiques and Works of Art	Web Development	Assets Under Construction	Total Tangible
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

Cost											
Opening Balance as at 1 April 2008	71,943	3,062	1,549	3,580	138,142	28,710	6,797	2,113	1,020	21,445	278,361
Additions	3,502	38	22	362	39,696	6,965	299	-	-	41,704	92,588
Disposals	-	-	(51)	(234)	-	(3,576)	-	(5)	-	-	(3,866)
Indexation	(4,972)	(143)	97	234	7,263	(1,855)	198	-	(66)	-	756
Revaluations up	-	-	-	-	-	-	-	121	-	-	121
Revaluations down	-	-	-	-	-	-	-	(134)	-	-	(134)
Write Offs	-	-	-	-	-	-	-	-	-	(30)	(30)
Transfers	52	(52)	(3)	3	-	-	-	-	(30)	-	(30)
Transfer from AUC	237	-	(2)	18	1,296	1,878	548	-	-	(6,481)	(2,506)
Closing Balance as at 31 March 2009	70,762	2,905	1,612	3,963	186,397	32,122	7,842	2,095	924	56,638	365,260

Depreciation											
Opening Balance as at 1 April 2008	20,864	92	1,146	2,498	8,026	17,345	3,880	-	338	-	54,189
Charge in the year	1,846	71	186	476	12,330	3,436	748	-	302	-	19,395
Impairment charge in the year	478	-	-	-	-	-	-	-	-	-	478
Disposals	-	-	(51)	(232)	-	(3,157)	-	-	-	-	(3,440)
Indexation	(524)	(5)	71	166	410	(1,054)	118	-	(23)	-	(841)
Transfers	(4)	4	-	-	-	74	-	-	-	-	74
Closing Balance as at 31 March 2009	22,660	162	1,352	2,908	20,766	16,644	4,746	-	617	-	69,855

Net Book Value as at 31 March 2009	48,102	2,743	260	1,055	165,631	15,478	3,096	2,095	307	56,638	295,405
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Net Book Value as at 1 April 2008	51,079	2,970	403	1,082	130,116	11,365	2,917	2,113	682	21,445	224,172
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8b. Valuation bases

Freehold land, buildings and dwellings for the whole of the NPIA were valued together for balance sheet purposes as at 31 March 2006, in a report dated 12 May 2006 prepared by Donaldsons LLP.

That valuation resulted in a large write off due to the cost of accumulated building works not being reflected in the market values or existing use values. In view of that it was decided to have an updated valuation carried out for the sites as at 31 March 2008. The results of that valuation exercise were set out in reports prepared by DTZ (formerly Donaldsons LLP).

Bramshill, Harperley Hall, Harrogate and Ryton sites are valued on an existing use basis.

The valuation reports were prepared using the Appraisal and Valuation Manual issued by the Royal Institution of Chartered Surveyors.

The Ashford training site is held for sale and is valued at the expected sale price less costs of sale.

Art and antiques were valued for insurance purposes in a report dated 28 November 2008 by Webb Valuations Fine Art Ltd, Auctioneers and Valuers. The valuation broadly followed the guidelines set out by the International Valuation Standards Committee, but incorporated refinements proposed by the Fine Art and Antiques Faculty of the Royal Institution of Chartered Surveyors. The estimate was the opinion of Webb Valuations Fine Art Ltd of

the price of the item concerned if purchased from retail premises. As the majority of items inspected are not of recent manufacture, and many of the items are unique, the valuation was that of the second-hand replacement of a similar but not necessarily identical item, in a comparable condition, purchased on retail premises.

Heritage Assets

The NPIA is responsible for a number of assets that are defined as heritage assets, the main one being the 17th century Mansion House and grounds at the Bramshill site.





9. Fixed asset investments

Listed
Investments

£'000

At 31 March 2008 at market valuation	362
At 31 March 2009 at market valuation	377
Unrealised gains	15

All of these investments are owned by the charitable trust referred to in Note 21.

10. Cash at bank and in hand

31 March 2009

Restated
31 March 2008

£'000

£'000

Bank accounts	5,195	42,205
Cash in hand	5	6
Trust bank accounts	45	43
Total	5,245	42,254

11. Debtors

	31 March 2009	Restated 31 March 2008
	£'000	£'000
Trade debtors	18,014	16,598
Provision for doubtful debtors	(728)	(349)
Prepayments	2,243	15,448
Tax including VAT*	1,374	85
Accrued charges	13,788	3,658
Other debtors	159	19
Total	34,850	35,459

* Taxes at 31 March 2009 include VAT Debtor of £1.374 million (2008 nil)

Intra-government balances

	2008/09 Debtors: amounts falling due within one year	2008/09 Debtors: amounts falling due after more than one year	2007/08 Debtors: amounts falling due within one year	2007/08 Debtors: amounts falling due after more than one year
	£'000	£'000	£'000	£'000
Balances with other central government bodies	15,415	-	5,622	-
Balances with police and local authorities	13,948	-	12,597	-
Balances with NHS Trusts	1	-	-	-
Balances with public corporations and trading funds	1,222	-	332	-
Total intra government	30,586	-	18,551	-
Balances with bodies external to government	4,264	-	16,908	-
At 31 March 2009	34,850	-	35,459	-

12. Creditors

Creditors (less than one year)

	31 March 2009	Restated 31 March 2008
	£'000	£'000
Trade creditors	5,319	8,721
Accruals	60,772	69,193
Home Office Creditor	1,460	10,623
Taxes and social charges *	2,704	4,467
Deferred income	408	1,737
Other creditors	1,066	4,520
Total	71,729	99,261

* Taxes at 31 March 2008 include VAT Creditor of £1.995 million (2009 nil)

Intra-government balances

	2008/09 Creditors: amounts falling due within one year	2008/09 Creditors: amounts falling due after more than one year	2007/08 Creditors: amounts falling due within one year	2007/08 Creditors: amounts falling due after more than one year
	£'000	£'000	£'000	£'000
Balances with other central government bodies	8,447	-	24,895	-
Balances with police and local authorities	8,241	-	16,310	-
Balances with NHS Trusts	109	-	24	-
Balances with public corporations and trading funds	5,495	-	617	-
Total intra government	22,292	-	41,846	-
Balances with bodies external to government	49,437	-	57,415	-
At 31 March 2009	71,729	-	99,261	-



13. Provisions for liabilities and charges

	As at 31 March 2008	Increase in Provision	Amount used in Year	As at 31 March 2009
	£'000	£'000	£'000	£'000
a) Bramshill mansion works	8,281	-	(1,452)	6,829
b) Rationalisation	3,297	901	(848)	3,350
c) Other Provisions and Dilapidations	1,030	595	(231)	1,394
Total	12,608	1,496	(2,531)	11,573

At 31 March 2009, the above provisions consisted of:

- a) For repairs required to the Bramshill mansion (a Grade I listed building), and to the grounds and outbuildings (some Grade I and some Grade II), as set out in a report of an unintrusive survey carried out by Gilmore Hankey Kirke dated June 2005. The costs of the required works have been estimated, but due to the nature of conservation work must be uncertain.
- b) Provision has been made for the future pension and compensation payments as a result of redundancies and early retirement.
- c) Other provisions cover personal injury and employment claims valued using legal advice and where both the value and payment date is uncertain. It also covers amounts that are expected to be claimed by seconded-in officers to cover the tax paid during the year on accommodation allowances. The amount claimed depends on the individual tax rates of the officers affected. All of this provision will be paid to the seconding force within one year. This includes a Dilapidation provision to cover the cost of restoring a leased property to its original state at the end of the lease in 2011.

14. Pension Benefits

(a) Principal Civil Service Pension Scheme (PCSPS)

The PCSPS is an unfunded multi-employer defined benefit scheme where the NPIA is unable to identify its share of the underlying assets and liabilities. The scheme actuary revalues the scheme centrally and reassesses contributions every four years.

(b) Senior Officers' Pension Scheme

The agency operates, by analogy, a defined benefit Police Pension Scheme for direct recruits from within the police service. The Senior Officers Pension Scheme is identical to the Police Pension Scheme 1987.

As part of the scheme, the NPIA accepts liability for payment of the pension benefits in respect of the officers' past service with a

police force, although no transfer values are payable from a former employer in respect of this liability, as well as their pensionable service whilst employed by the agency. Pensions benefits will be paid as they fall due from the NPIA resources.

In order to comply with HM Treasury's Financial Reporting Manual and Accounts Guidance, the NPIA is required to provide in these accounts for the full value of the expected future pensions liabilities of these officers. The NPIA commissioned the Government Actuary's Department (GAD) to value the scheme liabilities as at 31 March 2009. Full provision for this liability 2008/09 of £5.08 million (2007/08 £5.24 million) is reflected in the balance sheet and is based on the assumptions and information set out on page 126.

c) By Analogy Pension Scheme

The NPIA also operates a 'By Analogy' Pension Scheme for the Chairman, this scheme is analogous with the Principal Civil Service Pension Scheme.

The By Analogy Pension arrangement is operated by the NPIA under broadly the same rules as the Principal Civil Service Pension Scheme (PCSPS).

The benefits valued are those accrued up to 31 March 2009. Liabilities relating to payments made before normal retirement age as compensation for early retirement under the terms of the Civil Service Compensation Scheme are excluded.

The pension arrangements are unfunded, with benefits being paid as they fall due and guaranteed by the employer. There is no fund and, therefore, no surplus or deficit.

Assumptions

The main financial assumptions to be adopted for the assessment of liabilities are announced by HM Treasury at the beginning of February each year.

The demographic assumptions are consistent with those used elsewhere in Central Government for resource accounting purposes and include allowance for future improvements in line with the recently published 2006 population projections.

The main financial assumptions (used to assess liabilities as at 31 March 2009) are as follows:

- Investment return in excess of price increases of 2.5 per cent p.a.

- Investment return in excess of general salary increases of 1.0 per cent
- The gross rate of return is assumed to be 6.04 per cent p.a., although this assumption has a minor impact on the value of the liability
- In nominal terms, these assumptions are the equivalent to an allowance for increases in salaries of 4.3 per cent and price inflation of 2.75 per cent p.a.

Liability as at 31 March 2009

The capitalised value of accrued pension benefits payable under the NPIA's By Analogy pension arrangement as at 31 March 2009 is £98,000. (March 2008 £45,000). Full provision for this liability is reflected in the balance sheet. An actuarial loss of £12,000 was experienced in the year.

(d) Other police officers

All other police officers are currently seconded to the NPIA and their seconding forces remain responsible for their pension benefits. The NPIA paid £2.7 million in employer contributions to the relevant home force. The employer contribution is set at either 24.2 per cent or 25.5 per cent depending on the home force.

FRS17 Pension Liability per Balance Sheet

	31 March 2009	31 March 2008
	£'000	£'000
BBA Scheme	98	45
Senior Officers' Pension Scheme	5,080	5,240
Total	5,178	5,285

14. Pension Disclosures 2008/09 – For Police Pension Scheme 1987 – National Policing Improvement Agency Past Service Liabilities

31 March 2009

31 March 2008

£'000

£'000

Liability in respect of:	31 March 2009	31 March 2008
Active members (past service)	(5,080)	(5,240)
Deferred pensions	-	-
Pensions in Payment	-	-
Total	(5,080)	(5,240)
Net pensions deficit	(5,080)	(5,240)

Liabilities are valued on an actuarial basis using the Projected Unit Method.

The main actuarial assumptions are as follows:	Year Ending 31 March 2009	Year Ending 31 March 2008
Rate of inflation	2.75% pa	2.75% pa
Rate of increase in salaries	4.3% pa	4.3% pa
Rate of increase in pensions	2.75% pa	2.75% pa
Rate of discounting scheme liabilities	6.04% pa	5.32% pa
Analysis of movement in scheme liability	2008/09	2007/08
	£'000	£'000
Net surplus / (deficit) at the beginning of year	(5,240)	-
Removal of provision for injury awards	N/A	N/A
Net surplus / (deficit) at the start of current year	(5,240)	-
Movement in the year:		
Current Service Cost	(160)	(150)
Cost covered by employee contributions	(40)	-
Past Service Cost	-	(5,690)
Unfunded Pension transfers-in	-	-
Interest on pension liabilities (ie 'Finance Income')	(280)	-
Benefits paid (recurring element)	-	-
Benefits paid (lump sums)	-	-
Pension payments to and on account of leavers	-	-
Total benefits paid	-	-
Curtailment and Settlements	-	-
Actuarial gain – changes in assumptions underlying the present value of the pension	640	600
Net deficit at the end of year	(5,080)	(5,240)

Expense recognised in profit or loss	2008/09	2007/08
Current Service Cost (net of participants' contributions)	(160)	(150)
Interest cost	(280)	-
Any past service cost	-	(5,690)
Total	(440)	(5,840)
Actuarial gain/(loss) can be further analysed as follows:		
Actual less expected return on pension assets	-	-
Experience gains and losses arising on the pension liability	(130)	-
Changes in assumptions underlying the present value of the pension liabilities	770	600
Actuarial gain / (loss)	640	600

History of Experience gains and losses	2008/09	2007/08
Experience gains / (losses) on the scheme liabilities	-	-
Amount (£'000)	(130)	-
Percentage of the liability at the end of year	-2.6%	-
Total actuarial gain	-	-
Amount (£'000)	640	600
Percentage of the liability at the end of year	12.6%	11.5%

Note: Employer contributions of £95,121 were received during 2008/09 (£64,883 2007/08)

15. Reserves and Funds

a) Reserves

	Pension Fund	Revaluation Reserve	Donated Assets Reserve	Income and Expenditure Reserve	Total
	£'000	£'000	£'000	£'000	£'000
At 1 April 2008 Restated Opening Balances	(5,285)	10,773	2,085	184,454	192,027
Indexation of grant funded assets	-	3,336	-	-	3,336
Transfers from (to) the Income & Expenditure Reserve	(521)	(2,422)	-	2,943	-
Pension Valuation Changes					
Senior Police Officers' Pension Scheme	640	-	-	-	640
Broadly by Analogy Pension Scheme	(12)	-	-	-	(12)
Loss on valuation	-	-	(13)	-	(13)
Home Office Grant Received					
Resource	-	-	-	440,483	440,483
Capital	-	-	-	94,517	94,517
Transfer from Income and Expenditure Account	-	-	-	(474,205)	(474,205)
At 31 March 2009	(5,178)	11,687	2,072	248,192	256,773

The NPJA was funded in the financial year 2008/09 by taking a top slice from the total funds available to provide for policing including grants to police authorities. The budgeted amount for the year was £576.81 million (2007/08 £597.79 million).

b) Trust Fund (see Note 21)

	Income and Expenditure	Revaluation of investments	Trust Funds
	£'000	£'000	£'000
At 31 March 2008	323	81	404
Income and Expenditure Account	3	-	3
Unrealised surplus on revaluation of investments (see Note 9)	-	15	15
At 31 March 2009	326	96	422



16. Lease obligations

Commitments under operating leases to pay rentals during the year following the year of these accounts are given in the table below, analysed according to the period in which the lease expires.

	Buildings	Others	Total at 31 March 2009	Total at 31 March 2008
	£'000	£'000	£'000	£'000
One year	187	-	187	330
Two to five years	5,389	-	5,389	5,213
After five years	105	199,676	199,781	195,950
Total	5,681	199,676	205,357	201,493

In 2000, the Police Information Technology Organisation (PITO), now part of the NPPIA, entered into a 19-year Public Finance Initiative (PFI) arrangement to design, build, and operate a digital radio system providing national secure voice and data coverage for UK policing (Airwave). The cost to the NPPIA consists of two elements:

- a core service charge, estimated to cost £1.18 billion over the entire 19-year life, payable annually;
- a menu service charge, estimated total cost of £290 million over 19 years, payable in respect of services provided over and above those within the core provision.

This is determined to be an off-balance sheet PFI deal.

Subsequent extensions to the initial programme, such as the London Underground development and resilience network, are considered on-balance sheet developments. They are assets of the NPPIA, and are in Note 8a – Communication Assets. The lease obligation is in the table above for leases expiring in more than five years. The 2008/09 & comparative 2007/08 running costs are Note 4.

17. Capital commitments

	31 March 2009	31 March 2008
	£'000	£'000
Approved and contracted for	58,189	51,664
Approved but not contracted for	101,653	-

18. Contingent assets and liabilities

A settlement of £2.1 million for a breach of contract claim has been deposited in an escrow bank account held jointly by a supplier and the NPIA. This amount is recorded as a contingent asset as the frequency and amount of its drawdown in payment for the

supplier's services are dependent on factors such as operational requirement and the availability of technology.

Legal liability for claims made following the Buncefield oil storage depot explosions in December 2005 was found by the High Court to be the responsibility of Total

Oil. The NPIA expects to receive damages of approximately £9.3 million once the negotiations have been completed during 2009/10.

At 31 March 2009 NPIA had no material contingent liabilities.

19. Cash flow statement

a) Reconciliation of operating expenditure to the net cash outflow from operating activities

	2008/09		Restated 2007/08	
	£'000	£'000	£'000	£'000
Net expenditure		(474,205)		(449,136)
Depreciation and Amortisation (Note 5)		20,933		19,509
Charges for Impairment and write-off (Note 5)		508		11,252
Loss on disposal (Note 5)		429		2,009
Loss on indexation and revaluation of fixed assets		2,273		9,427
Decrease in debtors relating to operating activities		609		9,653
(Decrease)/increase in creditors relating to operating activities	(27,532)		15,584	
Less (increase) in capital accruals	(13,935)		(1,238)	
		(41,467)		14,346
Increase/(decrease) in provisions		(1,035)		36
FRS 17 Pension Costs		521		5,885
Less returns on investment		(2)		(2)
Net cash outflow from operating activities		(491,436)		(377,021)

b) Reconciliation of net cash flow to movement in net funds

	2008/09	2007/08
	£'000	£'000
Funds at start of year	42,254	38,668
Increase/decrease in funds	(37,009)	3,586
Net Funds at end of year (Note 10)	5,245	42,254

c) Reconciliation of cash outflow to acquire tangible assets

	2008/09	2007/08
	£'000	£'000
Tangible fixed asset additions (see note 8)	92,588	90,920
less increase in capital accruals (see note 19a)	(13,935)	(1,238)
Cash outflow to acquire tangible assets	78,653	89,682

20. Related party transactions

The NPJA is a Non Departmental Public Body financed by Grant in Aid from the Home Office. Grant in Aid is shown in the Income and Expenditure Reserve. The Home Office is regarded as a related party to the NPJA. The NPJA has various material transactions with the Home Office. Home Office Grant in Aid has been taken directly to reserves.

The NPJA considers the police forces and authorities in England and Wales to be related parties, because senior police officers and police authority members are appointed by ACPO and APA respectively to serve on the NPJA Board.

During the period ending 31 March 2009, no members of the Board or members of the key management staff have undertaken any material transactions with the NPJA.

A Grant of £158,000 has been paid to the Council for the Registration of Forensic Practitioners under direction from the Parliamentary Under-Secretary of State for the Home Department, £403,000 was paid in 2007/08. The Council for the Registration of Forensic Practitioners is considered a related party as Peter Neyroud, Accounting Officer, was on its Board until December 2008. The Council for the Registration of Forensic Practitioners ceased trading on 31 March 2009.

21. Charitable Trust

The Charity Commission for England and Wales, under the power of the Charities Act 1993 granted a new scheme on 9 March 2004. This created The Police Training Authority Trust, with the object of promoting life-long learning and continuous professional development to those employed in the police service of England and Wales, by the provision of items, services, facilities and awards, thereby improving the efficiency and effectiveness of the service.

22. Post balance sheet events

In accordance with the requirements of FRS21, post balance sheet events are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General. There are no material post balance sheet events relating to the year ended 31 March 2009.

23. Financial Instruments

‘FRS 29 Financial Instruments: Disclosures’ requires disclosure of the significance of financial instruments for the entity’s financial position and performance, the nature and risks to which the entity is exposed and how those are managed. Due to the nature of its activities and the way it is financed, the NPIA is now exposed to the degree of financial risks faced by its business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which FRS 29 mainly applies. The NPIA has very limited powers to borrow or invest funds. Financial assets and liabilities were generated by day-to-day operational activities and were not held to change the risk facing the NPIA in undertaking its activities.

Liquidity Risk

The NPIA is financed by Grant in Aid from a top slice of the total funds available to provide for policing including grants to police authorities. The NPIA is not, therefore, exposed to any liquidity risks.

Interest Rate Risk

The NPIA is not exposed to any interest rate risk as it has no significant financing debt.

Foreign Currency Risk

The NPIA is not exposed to any significant foreign currency risk.

Credit Risk

The NPIA is not exposed to any significant credit risk.

24. Financial Derivatives & Borrowings

The NPIA has no borrowings and relies primarily on departmental Grant in Aid from the Home Office for its cash requirements and is, therefore, not exposed to a liquidity risk. All material assets and liabilities are denominated in sterling, so it is not exposed to significant currency risk. None of its cash deposits are exposed to any significant rate risk.

25. Statement of losses and special payments

The total of special payments and losses made by the NPIA in 2008/09 do not exceed the £250,000 disclosure limit.



APPENDIX A — NPIA in Summary 2008/09

IMPROVEMENT PRIORITIES

Serious and Organised Crime	Protective Services	Counter-Terrorism	Trust and Confidence
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KEY DELIVERY PRIORITIES			
<p>Serious and Organised Crime</p> <ul style="list-style-type: none"> Improve the quality of forensic services in forces through delivery of Phase one of the Strategic Framework for Forensic Science with focus on increased detections and better value for money Increase financial investigation capacity and capability through training accreditation and quality assurance 	<p>Protective Services</p> <ul style="list-style-type: none"> Assist the service in strengthening protective services by: <ul style="list-style-type: none"> evaluating the national protective services demonstrator sites and working with the service to identify and spread effective practice and learning; working with the service to develop the detailed Threshold Standards for Protective Services and assisting forces to implement the standards Support the continued development of the command of high risk operations including in response to the HMIC and IPCC recommendations on Stockwell Complete the service - wide rollout of the Automatic Number Plate Recognition System (ANPR) back office function to enable interoperability between forces and full exploitation of ANPR capability 	<p>Counter-Terrorism</p> <ul style="list-style-type: none"> Support ACPO in developing counter terrorism capability by delivering the first phase of an agreed programme, including support to the Prevent Strategy, new training, support to the development of an enhanced secure network capability for forces and the development of professional practice and operating standards 	<p>Trust and Confidence</p> <ul style="list-style-type: none"> Deliver a three year plan (2008/2009 - 2010/2011) to embed and further develop Neighbourhood Policing including tailored support to individual Police forces, support to the Association of Police Authorities, strengthened community engagement, improved problem solving, new learning and development products, partnership working and recommendations from the Flanagan Review of Policing Help policing become an increasingly citizen centered service by delivering the first phase of a Citizen Focus Programme including the identification and spread of good practice, improved contact management, research and analysis and a mental health learning programme Deliver a National Equalities Standard for the Police Service

NPIA IMPROVEMENT PORTFOLIO			
<p>Protective Services Programme</p> <ul style="list-style-type: none"> Evaluate national demonstrator sites and spread learning Detailed definition and assisted implementation of ACPO threshold standards Guidance on Police Use of Firearms and Surveillance Over arching Command and Control doctrine Interoperability - reducing risk in the event of a critical/major incidents involving multi agency working ANPR back office, Interoperability and further development Improving information sharing and recording at scene of road collisions (CRASH) Improving the management of information and upgrading the functionality by HOLMES (HOLMES 2020) Roads policing learning programme 	<p>Counter-Terrorism Programme</p> <ul style="list-style-type: none"> Enhancing the secure network capability of forces Immersive CBRN Silver Command training Training needs analysis and improved training and learning programmes Research support to ACPO (TAM) Improved investigative and intelligence training Professional practice guidance Debrief support to national exercises Assisted Implementation of ACPO threshold standards Guidance on operating standards for CT policing 	<p>Citizen Focus Programme</p> <ul style="list-style-type: none"> National Contact Management Project National Equalities Standard Mental Health Learning Programme Research and evaluation (confidence, trust and satisfaction) National Missing Persons Bureau enhancement Special Constabulary National Strategy Disproportionality in Stop and Search with a link to Criminal Justice Process Identification and spread of good practice 	<p>Neighbourhood Policing Programme</p> <ul style="list-style-type: none"> Embedding Neighbourhood Policing Tailored support to forces Support to the PREVENT strategy Strengthening community engagement Improved problem solving New learning and development products Partnership working Recruitment and selection processes Implement Recommendations from The Flanagan Review of Policing
<p><i>Note: This represents a high level summary of the improvement portfolio</i></p>			

NPIA SERVICES			
INFORMATION SERVICES			
Airwave	Automatic Number Plate Recognition (ANPR), Back Office and Data Centre	Environmental Scanning (including NPIA Digest)	Fingerprint Identification Database (IDENT 1)
Linked Major Incident Rooms (MIRWEB)	Microfiche Archive (NIS)	National Ballistics Intelligence Services Database (NABIS DB)	National DNA Database (NDNAD)
NSPIS Command and Control management systems	NSPIS Custody and Case Preparation programme	NSPIS HR management Systems	Police Information Infrastructure Portfolio
OPERATIONAL POLICING SERVICES			
National Strategic Assessment	Assisted Implementation	Central Witness Bureau	Consultancy and Advice
	Olympic Support	Proceeds of Crime Centre	Professional Practice
PEOPLE AND DEVELOPMENT SERVICES			
Exams and Assessment: OSPRE, PNAC, SPNAC	Initial Police Learning and Developing Programme	Learning and Development Services	National and International Leadership Development and Services
FEES PAID BY THE NPIA ON BEHALF OF THE POLICE SERVICE			Council for the Registration of Forensic Practitioners

IMPROVEMENT PRIORITIES

Efficiency and Productivity	Information and Intelligence Management	Criminal Justice	Leadership
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KEY DELIVERY PRIORITIES

<p>Efficiency and Productivity</p> <ul style="list-style-type: none"> Support the Workforce Modernisation Programme by delivering the Demonstration Site Programme, preparing with the wider service an implementation strategy including the identification of costs together with dissemination of best practice, benefits and savings Support forces in making it easier for frontline officers to access information by equipping them with additional mobile devices 	<p>Information and Intelligence Management</p> <ul style="list-style-type: none"> To review IT in the police service, to address recommendations 10 of the Flanagan Review of Policing Deliver Airwave to all remaining London Underground stations and deliver the Airwave Resilience Programme Deliver the next stages the IMPACT programme Deliver the first stage of the reconfigured Schengen Information System II Programme Deliver doctrine and training that enables radio communications interoperability between Emergency Services promulgating best practice 	<p>Criminal Justice</p> <ul style="list-style-type: none"> Deliver the final phase of Case & Custody rollout (including full implementation of Case Preparation in all MPS boroughs) and complete join up with the other Criminal Justice Agencies, working to deliver the expected benefits Deliver the first phase of a Criminal Justice Programme in support of the ACPO criminal justice strategy including the virtual court pilots, support to the London Criminal Justice Board and the evaluation and assisted implementation of streamlined case file preparation processes to deliver operational frontline and administrative efficiencies 	<p>Leadership</p> <ul style="list-style-type: none"> Delivering revised leadership development for both senior police officers and staff that contains new business and partnership modules. This will include the Strategic Command Course programme and the High Potential Development Scheme Work with the service to deliver doctrine and training to develop the skills required for the national cadre of senior officers who will fulfill command roles for the 2012 Olympic Games
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NPJA IMPROVEMENT PORTFOLIO

<p>Efficiency and Productivity Programme</p> <ul style="list-style-type: none"> Evaluate Workforce Modernisation demonstrator sites Employment framework resource utilisation Supporting the Mobile Information Programme Supporting delivery of the ACPO Procurement Strategy Enhancements to PNC Enhancements to fingerprint identification Implement Recommendations from The Flanagan Review of Policing 	<p>Information, Intelligence and Science IMPACT Programme</p> <ul style="list-style-type: none"> Develop and implement the Police National Database (PND) Assist implementation of the Management of Police Information (MoPI) <p>Schengen Information System II Programme</p> <ul style="list-style-type: none"> Develop and implement links between UK databases and the Central SIS to share information with EU authorities on wanted/missing persons and stolen property <p>National Information Systems Programme</p> <ul style="list-style-type: none"> Develop a roadmap for the next generation of information systems in police forces Finalise Airwave Programme (London Underground, Resilience, Ground-to-Air) Create a better environment for ICT procurement in the police service Better Information Security and Assurance (Information and Access Management - IAM) Promote system interoperability and re-use (Information Systems Strategy for the Police Service ISS4PS) <p>Forensic Science Programme</p> <ul style="list-style-type: none"> Strategic Framework for Forensic Science (Forensics21): to improve investigative capabilities involving enhancements to DNA exploitation, digital imagery, forensic analysis, management 	<p>Criminal Justice Programme</p> <ul style="list-style-type: none"> Custody and Case Preparation programme rollout Complete "join up" of case preparation solutions with CJS and Courts (OMEGA) Support to the London Criminal Justice Board Support to the ACPO CJ Strategy: <ul style="list-style-type: none"> Virtual Courts Streamlined case file preparation (pilots, evaluation, implementation) The operation disclosure law (CPIA) Implement Recommendations from The Flanagan Review of Policing 	<p>Leadership Programme</p> <ul style="list-style-type: none"> Leadership Strategy Development Revised High Potential Development Scheme Revised Strategic Command Course Develop Strategic Employment Framework People Strategy for Policing Revised Selection and Promotion Systems
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NPJA SERVICES

IMPACT Nominal (INI)	Information Assurance and Accreditation	Linked major enquiry system (HOLMES 2)	Linked Casualty Bureau (CASWEB)
National Firearms Licensing Management System (NFLMS)	National Management Information Systems (NMIS)	National Police Library	National procurement of software licences
Police National Computer (PNC)	Police National Network (PNN 3)	Vehicle Procedure and Fixed Penalty Office (VP/FPO)	ViSOR Dangerous persons database
Crime Operational Support	Diversity, Equality and Human Rights	Missing Persons Bureau	National vehicle fleet and aviation procurement
Research Analysis and Information	Serious Crime Analysis Section (SCAS)	Specialist Operations Centre	Uniform Operational Support (UOS)
National Senior Careers Advisory Service	Police Service Employment Advice	Recruitment Assessment: Officers, PCSOs, Special Constables	Support to the HR, Training and Development Community
Radio Spectrum	Skills for Justice		

APPENDIX B — NPIA in Summary 2009/10

Strategic Policing Priorities

Seven Capabilities of the National Improvement Strategy for Policing

LEADERSHIP	PROFESSIONALISM	OPERATIONAL PROCESSES, PRACTICE & DOCTRINE	EFFICIENCY
Aim: to embed the relevant leadership skills across a range of roles and ranks	Aim: to ensure that all staff perform to their full potential and to ensure that the people policies, strategies, systems and procedures are in place to attract, retain, develop and motivate all staff to deliver for citizens	Aim: to help improvements in policing through the provision of research, analysis, guidance, doctrine, standards and business change	Aim: to increase the efficiency of service delivery by forces; maximising officer and staff productivity and
Leadership Strategy Including: <ul style="list-style-type: none"> National College of Police Leadership Senior Command Course Senior Leadership Development Programme National Talent Management System High Potential Development Scheme Core Leadership Development Programme Performance Development Review System Leadership Research Programme 	People Strategy Including: <ul style="list-style-type: none"> Integrated Competency Framework 10-year Workforce Plan 	<ul style="list-style-type: none"> Citizen Focus Hallmarks Neighbourhood Policing Crime Mapping Research National Contact Management Strategy Capability Support Function Protective Services Demonstration Sites Protective Services Demonstration Sites Evaluation Protective Services Tools and Guidance 	<ul style="list-style-type: none"> Workforce Modernisation Mobile Information Devices Biometric Capabilities Tackling Bureaucracy and Managing Risk
Diversity Modules	Learning Programmes	<ul style="list-style-type: none"> Protective Services Threshold Standards Guidance and Doctrine Missing Persons Code of Practice Equality and Diversity Strategy for Police Service National Strategy for the Constabulary Olympics 	<ul style="list-style-type: none"> Procurement Support to ACPO TAM ACPO Criminal Justice Business Strategy

NPIA Alignment to ACPO Business Areas

LEADERSHIP AND WORKFORCE DEVELOPMENT	CRIME	UNIFORMED OPERATIONS AND OLYMPICS	TERRORISM AND ALLIED MATTERS	CHILDREN AND YOUNG PEOPLE	CITIZEN FOCUS
Leadership Strategy: National College of Police Leadership Talent management system Revised Leadership Training People Strategy: Simplified Integrated Competency Framework 10-year workforce plan Workforce Modernisation	Holmes 2020 Forensics 21 Protective Services demonstration sites Protective Services Threshold Standards Knowledge Management National Strategic Assessment Specialist Operational Support IMPACT Mainstreaming Financial Investigation	Support to Olympic Security Directorate Police Use of Firearms – doctrine, training and force assessments Interoperability Programme ANPR Programme Roads Policing Learning Programme Command and Control doctrine CRASH Police National Search Centre Driver Offender Retraining Scheme system Pentip	Doctrine and Guidance including around covert techniques Counter Terrorism Learning programmes Archway including ASCENT programme IMPACT	Missing Persons Code of Practice Child Rescue Alert Scheme IMPACT (INI) Child Protection Learning Programme	Neighbourhood Policing Contact Management Neighbourhood Management Citizen Focus Hallmarks Learning Programmes Policing Pledge Provision of local information (Crime Mapping Research)

NPIA SERVICES

INFORMATION SERVICES				
Airwave	Automatic Number Plate Recognition (ANPR), Back Office and Data Centre	Criminal Justice (ExISS) Links	Fingerprint Identification Database (IDENT1)	Geographical Information Systems
Linked Casualty Bureau (CASWEB)	Linked Major Incident Rooms (MIRWEB)	Microfiche archive (NIS)	National Ballistics Intelligence Service Database (NaBIS DB)	National DNA Database (NDNAD)
NPIA Digest	NSPIS Command & Control management systems	Origin (NSPIS HR)	Penalty Notices for Disorder System (NES)	Police National Computer (PNC)
OPERATIONAL POLICING SERVICES				
Assisted Implementation	Central Witness Bureau	Consultancy and Advice	Crime Operational Support	Driver Offender Retraining Scheme
National vehicle fleet and aviation procurement	Proceeds of Crime Centre	Professional Practice	Research Analysis and Information	Serious Crime Analysis Section (SCAS)
PEOPLE AND DEVELOPMENT SERVICES				
Exams and Assessment: OSPRE, PNAC, SPNAC	Initial Police Learning and Developing Programme	Learning and Development Services	National and International Leadership Development and Services	National Senior Careers Advisory Service
National Covert Training	FEES PAID BY THE NPIA ON BEHALF OF THE POLICE SERVICE		Radio Spectrum	Skills for Justice

	INFORMATION, EVIDENCE, KNOWLEDGE & SCIENCE	NATIONAL SERVICES	GLOBAL SECURITY
procuring goods and services in the most cost effective way	Aim: to improve the service’s access to knowledge and robust evidence, and scientific resources delivered through increasingly effective information systems	Aim: to ensure that the delivery of those services is aligned to customer requirements and complements regional and service delivery	Aim: to support and lead developments and information sharing in international policing
NPIA Data Burden project	ISIS	NPIA Information Services (outlined below)	NPIA International Policing Assistance Board
ACPO Procurement Strategy	Forensics 21	NPIA Operational Policing Services (outlined below)	
Wave Plan’ Procurement Activities	IMPACT programme Including: • Police National Database • IMPACT Nominal Index • Identity and Access Management	Serious Crime Analysis Section	Support to tackling serious and organised crime
Stop and Account processes	National DNA Database	Child Rescue Alert Service	Supporting National Counter Terrorism Strategy
Systems and Risk Research	Automatic Number Plate Recognition Programme	Witness Intermediary Scheme	Joint NPIA/ACPO TAM/SYS Training Strategy
	Knowledge Management	Police National Search Centre	SIS II
	Science and Technology Strategy	Pentip	

KEY
 Green Paper
 PSA/ Strategic Policy

EQUALITY AND DIVERSITY	FINANCE AND RESOURCE	PERFORMANCE MANAGEMENT	INFORMATION MANAGEMENT	FUTURES	CRIMINAL JUSTICE
National Equality Standard for policing Support to Special Constabulary National Strategy Support to National Recruitment Policy Equality, Diversity and Human Rights learning programmes	ACPO Procurement strategy Reducing Bureaucracy Key Green Paper and Flanagan Efficiency Measures	Capability Support (under development) National Business Change Model (from Workforce Modernisation)	Information Systems Improvement Strategy Information Assurance IMPACT Schengen Information Systems II Prüm Airwave Mobile Information	National Improvement Strategy for Policing Horizon scanning Futures Knowledge Management International policing assistance and security sector reform Police Science and Technology Strategy	J Track Simple Speedy Summary Justice programme Custody and Case Preparation Total Cost of Ownership Project Virtual Courts programme Witness Intermediary Scheme

IMPACT Nominal Index (INI)	Information Assurance & Accreditation	JTrack	Linked major enquiry system (HOLMES 2)
National Firearms Licensing Management System (NFLMS)	National Management Information System (NMIS)	National Police Library	National procurement of software licences
Police National Network (PNN3)	ViSOR Dangerous persons database	Vehicle Procedure & Fixed Penalty Office (VP/FPO)	
Equality, Diversity & Human Rights	Missing Persons Bureau	National Injuries Database (NID)	National Strategic Assessment
Specialist Operations Centre	Uniform Operational Support (UOS)	Witness Intermediary Scheme	
Police Service Employment Advice	Police National Search Centre	Recruitment Assessment: Officers, PCSOs, Special Constables	Support to the HR, Training and Development Community

APPENDIX C – External KPI Summary

The following table shows the status of our external KPIs at the end of 2008/09. These targets were shown in our Business Plan 2008-11 with agreed timescales for completion. Further narrative regarding the achievement of these targets can be found under each of the National Improvement Strategy for Policing (NISIP) pillars in the ‘Our Contribution to Policing’ section.

The KPIs have been distinguished as shown:

Achieved; to target

The activity was achieved to the agreed timescale

Achieved; to revised target

Due to particular circumstances impacting on the original agreed target, the NPPIA’s Operating Board agreed a revision of the due date, and this decision was subsequently ratified by the NPPIA Board.

Achieved; not to target

(a) The activity was achieved by year end but outside of the agreed target date; OR

(b) The NPPIA completed all aspects of this KPI within its control. Some aspects were delayed for reasons outside our control, for example legal reasons.

Continuing

The activity was not due to complete within this financial year.

	Key Performance Indicator	status
1	Complete detailed requirements for phase 1 of the Forensics 21 programme by September 2008	Achieved; not to target (a)
2	National Framework for Forensic Procurement to be available for use by forces by July 2008	Achieved; to target
3a	Fingerprint expert competency framework ready for use by September 2008	Achieved; to target
3b	Crime Scene Investigation learning programme ready for use by December 2008	Achieved; to revised target
4	Assisted Implementation with forces for the remote transfer of fingerprints system and digital recovery standards by March 2009	Achieved; to target
5	To offer 1,602 places on the Financial Investigation, Financial Investigation Officers and Confiscation training course by March 2009	Achieved; to target
6	Evaluation to identify good practice in Protective Services by December 2009	Continuing
7	Deliver mature draft of ACPO Protective Services Threshold Standards by June 2008	Achieved; to target
8	Pilot implementation of the defined Protective Services threshold standards in agreed forces by March 2009	Achieved; to target
9	Assisted implementation of the Protective Services Threshold Standards in all forces between April 2009 - 2011	Continuing
10	Deliver the revised guidance on Police Use of Firearms and Surveillance and Command and Control Doctrine by March 2009	Achieved; to target
11	Gold Firearms Command Training to be delivered by September 2008	Achieved; not to target (a)
12	Complete roll-out of ANPR Back Office Facility and National ANPR Data Centre Connectivity by December 2008	Achieved; to target
13	Immersive Silver Command CBRN training to be delivered over strategic CBRN sites by March 2009	Achieved; not to target (b)
14	Police Counter Terrorism Training Strategy to be approved by April 2008	Achieved; not to target (a)
15	Stage One of the Police Counter-Terrorism Training Strategy implemented by March 2009	Achieved; to target

	Key Performance Indicator	status
16	Develop a menu of support options for neighbourhood policing by June 2008 and agree specific police force support plans by September 2008	Achieved; to target
17	Deliver a range of neighbourhood policing learning and development products by March 2009	Achieved; to target
18	Establish a citizen focus research and evaluation programme by June 2008	Achieved; not to target (a)
19	Completion of a training needs analysis for the first Mental Health Learning Programme by April 2008	Achieved; to target
20	To complete the National Equalities Standard for the police by April 2009	Continuing
21	Publish an interim evaluation from the Workforce Modernisation pilot sites by December 2008	Achieved; to revised target
22	Workforce Modernisation Demonstration Site Programme to be completed by January 2010	Continuing
23	10,000 mobile devices to be delivered to frontline officers by September 2008	Achieved; to target
24	To present the Review of Police IT to the National Policing Board by May 2008	Achieved; to target
24a	To report a detailed analysis on Police IT Review by November 2008	Achieved; to target
25	Award the contract for the delivery of the IMPACT programme by March 2009	Achieved; to revised target
26	Gain Home Office Group Investment Board Approval for Schengen programme to proceed by March 2009	Achieved; to target
27	Deliver Airwave to 50 remaining Underground stations by March 2009	Achieved; to target
28	Complete the Airwave Resilience Programme by December 2008	Achieved; not to target (b)
29	Develop and publish doctrine on the use of Airwave for Command and control incidents	Achieved; not to target (a)
30	Complete Airwave Tactical Advisers training in all forces by March 2009	Achieved; to target
31	Complete the implementation of the NSPIS Case and Custody preparation by December 2008	Achieved; to target
32	Interim evaluation of the Criminal Justice streamline process test sites by July 2008	Achieved; to target
33	Final Evaluation of the Criminal Justice streamlined process test sites by November 2008	Achieved; not to target (a)
34	Launch the revised High Potential Development Scheme, with the first cohort introduced by October 2008	Achieved; to target
35	Deliver the revised Strategic Command Course by November 2008	Achieved; to target
36	Doctrine and training needs analysis for the Olympics to be completed by March 2009	Achieved; to target

APPENDIX D – Chief Officer Commendations 2008/09

This year, Chief Executive Officer Peter Neyroud made a commitment to recognising and celebrating exceptional contributions to the NPIA and policing. A reception was held in February 2009 to thank individuals and teams

across the NPIA for their achievements. Many of the nominations were a result of direct feedback from Chief Constables, ACPO leads and forces. A certificate signed by Peter Neyroud was given to all those commended.

Business area	Achievement
Specialist Operational Support & Serious Crime Analysis Service DS Shirley Penman, DC Tony Osborne, Gary Shaw Lee Rainbow Angela Hawkins DC Duncan McGarry	For their contribution and support to the investigation team in West Yorkshire on the Shannon Matthews Case
Specialist Operational Support Inspector Kevin Nicholson	For the implementation of new silver and bronze firearms command courses following the Stockwell report
Senior Police National Assessment Centre Senior Staff Selection Team Ciaran McGuigan Pippa Coates Stacey Brunton-Douglas Emily Fryer	For the design and delivery of the Senior Police National Assessment Centre
HR – Investors in People team Tanya O’Doherty	For achievement of the Investors in People standard
Custody and Case Preparation Programme NSPIS Case & Custody Team Derek Cake	For the successful roll-out of the Case and Custody programme
Assisted Implementation team The Protective Services Project Team Peter Townshend Steve Mort Bob Youldon Lisa Sheehan Nicholas Gilmour	For provision of assisted implementation and detailed definitions to underpin the Protective Services Standards
Police Reform team Natalie Gormally	For work to help define the Policing Portfolio and support to Sir Ken Jones, Chair of the Policing Portfolio Group

Business area	Achievement
Airwave in the London Underground Airwave London Underground Team Blair Southerden Keith Turner Airwave (rep: Richard Bobbett, CEO) Transport for London (rep: Dave Brown)	For the successful delivery of the Airwave radio communications system in 125 sub stations of the London Underground ahead of schedule
Events team, Security team Sally Enoch Sue McAteer Rosie Hale Karen Loveland Darren Nelson Whimsey Muigai	For the organisation and excellent customer service in the arrangement and provision of the Alumni Dinner
NPIA Staff Engagement Events team Mike Paxton Garry Kennefick Jean Eade Tracy Willingham Stephanie Dormer David Edwards Catriona Lang	For the co-ordination of a successful programme of engagement events between the Chief Officer Team and NPIA staff, outlining the difference that NPIA staff make to the wider policing picture
Harperley Hall New Build Project team Keith Fryer	For the management of the development and build of the NPIA Harperley Hall site including state-of-the-art training facilities and the CSI training centre
Police Science and Forensics Strategy team Carl Jennings Sue Mitchell Ann Fairweather Caroline Goryll	For outstanding work and quality in the production of a large quantity of DNA Database Parliamentary Questions
Legal Services team Margaret McCormack	For support to ACPO in producing the Stalking & Harrassment Guidance
Investigative Practice Kate Paradine	For support to ACPO in producing the Stalking & Harrassment Guidance
Various DCC Jim Barker-McCardle QPM Gavin McKinnon Tim Hurdle Tom Hollick Lucy Montgomery Pott	For outstanding services to the NPIA in the areas of Public Affairs, Finance, support to Chief Officer Team

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Damien Gillie

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National Policing Improvement Agency (HQ)

4th Floor, 10-18 Victoria Street,

London

SW1H 0NN

For further information:

NPIA General Information

Email: servicedesk@npia.pnn.police.uk

Telephone: +44(0) 800 692 1122

Monday – Friday: 09:00 – 17:00 GMT

Website www.npia.police.uk





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