



National Policing Improvement Agency Annual Report and Accounts 2009/10

National Policing Improvement Agency
Annual Report
and Accounts 2009/10

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Foreword

By the Chairman of the Board

In the three years since the NPIA was established, we have supported substantial capability improvements and provided high-quality critical national services to our policing partners. We are now recognised for the important role we play in policing across the country.

Particular highlights from the past year include the establishment of the National College of Police Leadership, the launch of the Crime Mapping website and the development of the Police Online Knowledge Area, all of which are improving standards and transforming the way information is shared across the service.

Over the last year, we have experienced further significant changes in the economic environment. During this difficult period, when there is increasing pressure on the police service to deliver more with less, it is essential that the NPIA continues to support the service by delivering national services, building capability across the police service and providing professional expertise to forces and authorities. This support will help forces achieve further success in local policing and building public confidence, raising national standards of performance and providing maximum value for money.

We have planned our work to support these objectives and have enhanced our focus on providing capability support to police forces and authorities, underpinned by a newly revised set of customer service standards. We have also strengthened our commissioning processes to focus more of our resources on the areas of work that make the most difference to policing and to the public.

We worked with partners to develop 'Building Capability – a Ten Year Strategic Framework'¹, which set the context for our 2009/10 business plan and helped to define our short and medium term aims and objectives. Published in March 2010, it sets out the long term approach to building capabilities across the police service, enabling forces and authorities to meet the changing demands placed upon them over the next ten years.

I appreciate the great effort that NPIA staff have invested in achieving our targets this year. I am also grateful for the ongoing advice and support we have received from our tripartite partners and NPIA Board and Committee members. I look forward to 2010/11, for what will be a challenging year in supporting the police service to deliver against objectives at a reduced cost.

Peter Holland CBE DL
Chairman

1 Known during its development as the National Improvement Strategy for Policing, Building Capability is available at www.npia.police.uk

Management Commentary

Overview of Performance

This report is being published in a time of considerable change. We have continued to provide essential services and support to the police, making the best use of more limited resources and demonstrating maximum flexibility in our ways of working.

We have taken some major steps this year, supporting the police service on the path to becoming more cost effective and efficient. We have provided more than 30,000 additional mobile devices to frontline officers and staff to help reduce bureaucracy, speed up deployments and increase the time spent on front-line work. We are undertaking an exercise to drive out and quantify the maximum benefits they can bring, including the increased visibility and accessibility of frontline officers and staff.

We have continued to support forces to develop further the Neighbourhood Policing model, helping them to give local people the service they need and expect. Further developments designed to support improvements in service quality have included implementing the citizen focus hallmarks and improvements in contact management. These developments have been underpinned by evidence of what works to improve the service provided for the public and to build public confidence in the police.

We have drawn together what we know and what we can provide in terms of support and summarised it in the Confidence Route Map which was produced in partnership with the Home Office. This demonstrates how the evidence based activities, which we know can improve public confidence, can be made more effective if delivered in a citizen focused way and are supported by strong leadership, effective processes and partnerships, people who are trained and motivated to deliver, as well as clear communications.

We have also worked with the Home Office to produce the Safe and Confident Neighbourhoods Strategy, which was published in March 2010. This outlines the next steps in neighbourhood policing to ensure that local people's needs and priorities are consistently identified and prioritised. The Strategy illustrates how other sections of police forces can support local activity to tackle what matters most to local people.

The Police Online Knowledge Area (POLKA) website was launched to the police community in July 2009. This offers a new, efficient way of working to simplify knowledge sharing and the dissemination of good practice. Users in the policing community can share, discuss and collaborate on a variety of information or documents through a range of technologies such as blogs, discussion forums and document libraries. POLKA is an important part of our approach to evidence-based policing, which will help to ensure that police funds are spent on activities that are known or proven to make a difference.

We launched the online Crime Map in October 2009. This interactive national map gives the public access to local statistics and details on neighbourhood policing in the local areas that matter most to them – where they live, work, or go to school. At the touch of a button, people can see how often and where different types of crime – burglary, robbery, violence and vehicle crime – or anti-social behaviour happen. Our national approach to development and implementation meant that we were able to deliver this technology once, to a consistent standard at a total cost lower than some single force estimates.

In November 2009, we launched the National College of Police Leadership. Its curriculum is designed to provide police leaders with the skills and knowledge they need to serve the public. All of the college's

leadership programmes have been developed by the NPIA in consultation with the police service, partners and the wider community. Each programme is embedded within the Police Leadership and Talent Management Strategies. We have widened access to leadership and development opportunities for under-represented groups within the service, developed tools and guidance to help forces implement the Equality Strategy, and encouraged the use of the Equality Standard. Through benchmarking and sharing effective practice, the Standard will help to build a more diverse, skilled workforce that reflects more closely the communities it serves.

We have successfully managed the transition of the National DNA Database from a system partly run by the Forensic Science Service to one wholly run by the NPIA on behalf of the police service and criminal justice partners. It now operates on new computer platforms on secure NPIA sites. This transition has resulted in a number of business benefits. It has improved the level of security and has also improved resilience, for example, enhanced disaster recovery and business continuity.

In addition to these achievements, we continue to support the police service daily through the provision of critical national services. The largest portion of our budget is invested in systems such as the Police National Computer, National DNA Database and the Airwave radio communication system, without which the service could not operate. We have exceeded yearly availability targets for these services once again and will continue to provide the best service possible in this challenging fiscal period.

We also continue to bring new essential services online, and in May 2010, work began to upload information to the Police National Database. Until now, police forces have been unable to search or access intelligence or other information held on other forces' local systems. Between May and October, up to six million records a day will be loaded from local force databases onto the PND, providing a consolidated, nationally accessible pool of police information and intelligence. This is a significant phase of the IMPACT Programme, which will help to deliver greater safety and security to all citizens, particularly children and the vulnerable.

Throughout these challenging economic times, we will continue to use our technical skills, knowledge and experience to help sustain frontline policing and community safety. We have been given a leading role in delivering £1 billion of savings. We will achieve this through implementing the Information Systems Improvement Strategy, making radical changes to national procurement and contract management across the police service, and supporting the delivery of significant process improvement. This will ensure maximum cost effectiveness and positive management of change.

With this stretching £1 billion target in mind, we are rapidly developing our support to the police service and police authorities in delivering cost effective policing. A significant number of the NPIA's existing workstreams, such as workforce development and reducing costs in back office functions, already support improved productivity in policing. Given the scale of the challenge facing chief officers and police authorities, we are bringing them together into a coherent programme of work, to provide a coordinated approach to cost-effective policing. We will provide capability support to the service and individual forces where gaps are identified.

With our partners, we have continued to build on solid foundations year on year, since we were set up in 2007. We will continue to work with them to support the police service through this period of change and challenge. We will ensure we spend available funds and other resources on real priorities, so the public continue to receive the best possible service.

Chief Constable Peter Neyroud QPM

Chief Executive and Accounting Officer,
National Policing Improvement Agency

8 July 2010

Our Contribution to Improving Policing

Delivery against the 'Building Capability – a Ten Year Strategic Framework'

The police service is committed to improving its ability to deliver the service that the public wants and needs. Tough economic times, plus new challenges in crime and anti-social behaviour, mean that we need now, more than ever, to allocate our resources and efforts to clearly defined priorities and to be able to take a strategic, long-term view of lasting, relevant improvement in policing capability.

Building Capability, published in March 2010, was developed during the year on behalf of, and in consultation with, the policing tripartite and other partners. As it developed, it provided the framework for the NPIA's 2009/10 business plan and informed our definition of priorities. It provides the long term view of how we should strengthen and improve the capability of the police service to deliver against local and national policing priorities over the next ten years. It informs and supports the development and commissioning of national and force-level change, ensuring that such change is right and relevant, based not only on current needs but also an awareness of emerging drivers and challenges.

Building Capability is built around seven improvement areas and details the long term goals, as well as the short to medium term aims and objectives to build capability in those areas. It is effectively an integrated sector improvement framework for policing which will deliver better results and maximum cost effectiveness through:

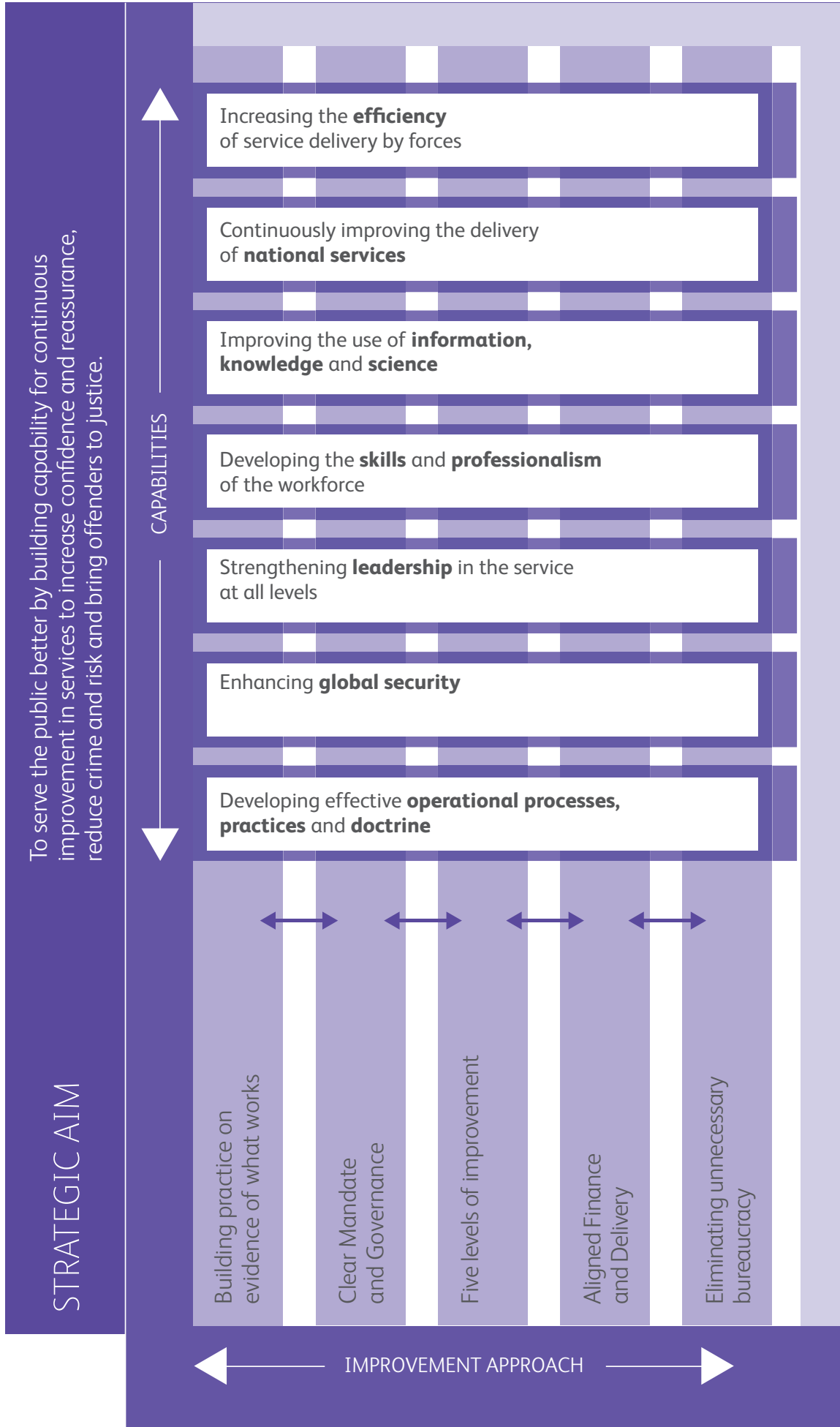
- a shared view of priorities for improvement across the police service;
- alignment of policing programmes; and
- stronger relationships between the many change programmes.

The NPIA intend to review and refresh Building Capability annually. This will include reporting progress against current aims and objectives along with a scan of drivers and an assessment of how they could and should influence the emerging portfolio. This approach aims to ensure we build capability in a way which meets the challenges of the future not just the present.

Its success and the effective management of change in policing will be measured ultimately by the extent to which it supports the police to deliver better services to the public, reducing harm and risk, increasing reassurance and confidence, and providing maximum cost effectiveness.

Diagram A

Building Capability: A 10 Year Framework For Policing



Summary of Key Performance Indicators

Although in final development during 2009, the improvement areas and overall aims of the capability framework provided the structure around which we built our plan of work for 2009/10. From this plan of work we identified our key performance indicators.

In our Business Plan for 2009/10, we set out a list of 23 high level indicators and the measures through which we would assess progress. These totalled 70 areas of measurement with some further areas of work also monitored. Monitoring was undertaken by the agency on a monthly basis in its Operating Board, chaired by the Deputy Chief Executive Officer. Membership of the Operating Board comprised the agency's directors, with other attendees acting in an advisory capacity, and the purpose of monthly monitoring was to identify any potential problems with delivery, provide support to these work packages and provide assurance to the Chief Executive Officer as to the status of the measure.

The Strategy and Planning Committee of the NPIA Board undertook quarterly scrutiny of the NPIA's Key Performance Indicators (KPIs). The committee was chaired by the chairman of the board and membership included the tripartite, Superintendents' Association, Police Federation, Unison, Independent members and ACPOS. The NPIA Board, as well as agreeing the KPIs initially, also monitored the agency's progress against its measures and ratified any changes to the targets.

The source of all the information that follows is based on the reports provided to the committees and boards named above.

External KPIs

As explained above, the KPIs for the year were aligned to the seven capability areas of the Building Capability strategy (formerly known as the National Improvement Strategy for Policing). These are:

- Strengthening leadership in the service at all levels
- Developing the skills and professionalism of the workforce
- Developing effective operational processes, practices and doctrine
- Increasing the efficiency of service delivery by forces
- Improving the use of information, knowledge and science
- Continuously improving the delivery of national services
- Enhancing global security.

Before the end of the 2009/10 financial year, we achieved 60 of the 65 external measures scheduled for completion. A further five of our measures were not scheduled to complete within the 2009/10 financial year because our business planning process is intended to look beyond the immediate horizon of one financial year, and this is reflected in our approach to performance management. Of those KPIs scheduled to complete outside this reporting year, all are on target to complete by the due dates.

There is also the possibility, where exceptional circumstances have impacted on the original target, that timelines are necessarily revised during the course of the year. On the rare occasions when this occurs, it follows consultation with stakeholders, agreed revision by the NPIA's Operating Board and subsequent ratification by the NPIA Board.

Performance against the targets has been explained in the tables that follow. All of these indicators included a timed milestone or percentage target.

Internal KPIs

A number of internal KPIs for 2009/10 were agreed, and were shown in draft form under Appendix D of our Business Plan 2009/10. These were set against objectives in areas such as Human Resources, Finance, Procurement, Estates, Security and Business Continuity, Information Assurance and Communications. Progress against these was also monitored by the Operating Board, together with an additional set of balanced scorecard based corporate measures.

This year we completed 11 out of 14 internal KPIs. Some of the remainder are delayed owing to resourcing, contractual and partnership issues.

The table below shows the status of our external KPIs at the end of 2009/10, with a summary of how and when work was progressed.

Status	Description	Total
Achieved; to target	The activity was achieved to the agreed timescale	49
Achieved; to revised target	Due to particular circumstances impacting on the original agreed target, the NPIA's Operating Board agreed a revision of the KPI, and this decision was subsequently ratified by the NPIA Board	2
Achieved; delayed completion	The activity was achieved within the financial year but beyond the agreed target date	9
Not achieved	The KPI was not achieved within the financial year	4
Suspended	The NPIA's Operating Board suspended work on the KPI due to exceptional circumstances.	1
Continuing	The activity was not due to complete within this financial year	5

Key Performance Indicator	Status	Description
KPI 1 – We will develop and support implementation of a new national talent management process for forces by March 2010		
Purpose: To enable the police service to identify a cohort of future leaders with the right skills, knowledge, attitudes and diversity to meet the needs of the police service in the future		
a) We will produce and disseminate a discussion document outlining best practice on talent management and succession planning by 1 July 2009	Achieved; to target	The draft discussion document was published and distributed in July 2009. This document was forwarded to all forces and other stakeholders for consideration and we were given feedback from 24 forces and seven authorities.
b) We will complete the development and consultation on a new process for talent management by 1 October 2009	Achieved; delayed completion	The discussion document was re-drafted in the light of consultation with stakeholders and presented to the Workforce Strategy Board on 21 October 2009 and agreed. This is now being integrated within the ten-year Workforce Plan.

Key Performance Indicator	Status	Description
c) We will complete a review of the National Senior Careers Advisory Service (NSCAS), recommending changes, by 1 November 2009, and ensuring that this is linked to work undertaken by the Senior Appointment Panel	Achieved; delayed completion	We worked with development advisers, who provided a first review report by the end of November. Subsequent versions of this report, incorporating amendments, were submitted to the Chief People Officer between January and March 2010 with recommendations for future steps.
d) We will deliver the extension of NSCAS for Black and Minority Ethnic (BME) chief inspectors and superintendents by 31 October 2009	Achieved; to target	The NPIA delivered this KPI through the implementation of the "Releasing Potential" pilot programme for BME chief inspectors, with 12 officers on the first programme, and is continuing to encourage BME superintendents.
<p>KPI 2 – We will re-design the High Potential Development Scheme (HPDS) ensuring that we encourage under-represented groups and work with forces to support them in the development of their approach to talent management by March 2010</p> <p>Purpose: To develop the future leaders of the police service so that the service will be led by highly qualified and professional, nationally accredited officers and staff that better reflect the communities they serve</p>		
a) We will ensure HPDS development advisers support force talent spotting by publishing guidance by April 2009 and by holding events within forces from April 2009 onwards.	Achieved; to target	We issued guidance with the selection process and presentations were given to forces with the emphasis on spotting talent. These events were held in seven area centres. There were 307 applicants, of which 171 were recommended.
b) We will work with force positive action advisers and staff associations to support forces in encouraging under-represented groups to apply by July 2009	Achieved; to target	We provided seven national presentations which were targeted at under-represented groups and in total 392 officers attended. We received feedback forms from 68 per cent of the attendees with the feedback being extremely positive. All 265 who responded said that after the event they were better informed about the HPDS. In addition, specific events were also held with the British Association of Women in Policing and communications materials distributed through the Police Federation and Superintendents' Association.
c) We will complete induction and commence the academic programme by February 2010	Achieved; to target	55 officers from 28 forces went through induction in February 2010 and the body of the course began on 22 February 2010.
d) We will have prepared a graduate fast track scheme for implementation in 2010/11	Achieved; to target	Details of the Fast Track Graduate entry scheme were communicated to forces in January 2010. We held a group meeting with forces in March 2010 where a process was agreed for next steps and we are now ready for implementation.

Key Performance Indicator	Status	Description
KPI 3 – We will have in place a national framework for leadership development for officers and staff at superintendent (or equivalent) level and above, set within a new college of police leadership, by March 2010		
Purpose: To develop the current and future senior leaders of the police service and ensure that they are equipped with the skills to deal with complex business, policy and operational demands		
a) We will establish the governance for the National College of Police Leadership by June 2009	Achieved; to target	The NPIA agreed the governance and Terms of Reference by June 2009. Membership of the Board of Governors was agreed and the first Board meeting took place on 15 July 2009.
b) We will have consulted with the service on the scope, remit, shape and services provided by the college by October 2009.	Achieved; to target	We consulted with a wide range of stakeholders throughout the process including the Policing Minister, President of ACPO, National College of Police Leadership Board of Governors, 24 Chief Constables and senior Home Office and APA personnel. The resulting Outline Delivery Plan and Resourcing requirement paper was approved by our Chief Officer Team on 17 September and a stakeholder briefing was provided on 29 September 2009.
c) We will formally launch the National College of Police Leadership by November 2009	Achieved; to target	The Board of Governors formally endorsed the establishment of the National College of Police Leadership at its meeting on the 16 November 2009.
d) We will review the products and services offered by the Leadership Development Unit at senior level, providing details of how this fits within the framework from constable to chief officer and equivalent by December 2009	Achieved; to target	A full review of products and services has resulted in learning descriptors for new products including the Core Leadership Programme; Foundation for Senior Leadership; Senior Leadership Programme; Independent Command Programme; and Strategic Command Programme. Each product is based upon leadership domains, outlined in the Leadership Strategy for the police service, and fits within the new National Leadership Framework to be delivered by the National College of Police Leadership.
e) We will deliver the revised senior leadership products by March 2010	Achieved; to target	Two of our senior leadership products were selected for revision this year. The Executive Development Programme was first delivered in its revised form in December 2009 and the Senior Leadership Development Programme in January 2010. Additionally, we continue to deliver the Strategic Command Course, which was revised in 2008/09.

Key Performance Indicator	Status	Description
<p>KPI 4 – The NPIA will complete the development of ten year workforce planning and modelling tools for forces, informed by an evidence base as to what is both effective and resilient by March 2010</p> <p>Purpose: To make it easier for forces to plan and deliver the most appropriate organisational make-up for their circumstances</p>		
a) We will have consulted within forces and the wider tripartite on draft workforce planning models to establish the role the NPIA should play to add most value to workforce planning by June 2009	Achieved; delayed completion	We consulted with a wide range of police officers, police staff, police authority members and NPIA specialists. This resulted in a programme brief on the 18 August 2009 that included an outline for the NPIA's role which, will help to shape work around the ten-year Workforce Plan.
b) We will develop best practice tools for workforce planning, disseminating them to pilot forces for testing by September 2009	Achieved; delayed completion	The Insight Programme is a development of the ten-year Workforce Plan for the service in order to improve workforce mix and resource allocation including succession planning. By February 2010, the best practice tools were identified by the Work Foundation in Insight Phase 1 and are currently being tested by a range of forces. The results of this work will be carried into Phase 2.
c) We will scope what other solutions need to be developed or held by the NPIA to support workforce planning, including whether the NPIA should play a role as the national centre for workforce planning by December 2009	Not achieved	Initial scoping has taken place and was completed by December 2009. Failure to progress this deliverable as a separate element of this KPI is not considered to have a direct effect on the overall objective, as the role of the agency in workforce planning is continuing in Phase 2 of the Insight Programme. This programme is due to be completed in 2010/11.
<p>KPI 5 – We will establish a new police professional framework to replace the Integrated Competency Framework (ICF) by December 2010</p> <p>Purpose: To enable forces to implement more effective HR processes and policies for recruitment, performance review and development and savings in officer and staff time</p>		
a) We will complete Phase 1 review and revision of the activities element of ICF in order to reduce bureaucracy by June 2009	Achieved; delayed completion	By the end of July we had completed the first phase of this process, resulting in a rationalisation of the number of policing activities against which individuals are assessed in recruitment, promotion, and performance processes. We delivered the Integrated Competency Framework Review 2009/10 options paper to ACPO ICF Steering Group on the 8 January 2010.
b) We will complete Phase 2 revision and replacement of existing ICF National Occupational Standards, Behaviours and user access by December 2010 with visible deliverables in advance of that date	Continuing	We have now established a governance structure and the project plan is in place. Interim milestones are currently being achieved.

Key Performance Indicator	Status	Description
c) We will develop options for an updated information technology platform by December 2010	Continuing	We have now established a governance structure and the project plan is in place and progressing to target.
d) We will provide phased delivery of the new framework by June 2011.	Continuing	Progress against this measure was reported under measures 5a, 5b and 5c as these were milestones towards the delivery of 5d.
<p>KPI 6 – We will develop tools and guidance and then support forces in implementing them successfully to integrate effective equality and diversity activities and outcomes into both policing and corporate activities by December 2009</p> <p>Purpose: To ensure that forces have consistent guidance on outcomes of equality and diversity activities that will drive performance improvement</p>		
a) We will provide effective support to ACPO in formulating and implementing the Equality Strategy for the Police Service by June 2009	Achieved; to target	Following consultation with forces, we submitted a final version of the Equality Strategy, including actions, to ACPO on 1 June 2009. We then held an equality conference jointly with ACPO to launch the Strategy with police forces in October 2009.
b) We will communicate with forces to ensure they understand the key priorities over the next three years to deliver the Equality Strategy and share best practice	Achieved; to target	We have conducted Confidence and Equality Practitioner Network meetings with police forces to discuss the Equality Strategy. We also send regular updates to forces to share experiences and we have a dedicated community within the Police Online Knowledge Area (POLKA) to share learning and best practice. This work will continue until 2012.
c) We will support the running of three-month Equality Standard pilots in representative forces, using an action-research approach and monthly reviews to make best use of expertise within the forces, to keep other forces updated in real time and to gather learning without losing unnecessary time to an extended evaluation stage. These will start in April 2009	Achieved; to target	Eleven forces ran pilots of the Equality Standard, a self-assessment tool for forces, from April to the end of June 2009 that proved very useful in demonstrating valid approaches to implementation. We used Action Learning Set meetings to capture the learning, circulated project updates to all forces and published a final report summarising the findings from the pilots.
d) We will incorporate pilot evaluation outcomes and equality legislation changes quickly to produce a final version of the Equality Standard by end September 2009	Achieved; to target	The Equality Standard was completed by the end of August and agreed by ACPO Cabinet on 9 September 2009. The Equality Standard for the Police Service provides a framework for assessment and improvement which will enable forces and police authorities to integrate equality activity into every area of policing business. A ministerial launch of the Equality Standard and the overarching Equality, Diversity & Human Rights Strategy for the Police Service took place on 2 December 2009.

Key Performance Indicator	Status	Description
e) We will provide advice and support for the implementation of the Equality Standard to be in place in forces by March 2010, with force visits as necessary	Achieved; to target	We have made contact with all 43 police forces in various forms to discuss the implementation of the Equality Standard with them. 21 forces have been visited, 37 were represented at a workshop on the matter in November 2009, and others have been contacted via phone or electronically.
KPI 7 – We will develop tools and guidance for Protective Service Standards by March 2010 and support the implementation of these standards across the service until March 2011 Purpose: To enable forces and police authorities to improve their capability and capacity to manage threats to public safety		
a) We will provide field support (a minimum of six contacts per force) to all forces to assist in the implementation of the ACPO Protective Services Standards such that by March 2011 all forces will have achieved the standards, achieving at least 50 per cent of the standards by March 2010	Achieved; to target	We have supported all forces by providing them with more than six contacts per force in the form of visits, workshops or correspondence. HMIC will commence inspections of all police forces post April 2011, therefore the measure of success will not be available until 2010/11 for this KPI.
b) We will establish a resource co-ordination hub to support collaboration and advise the National Police Protective Services Board on areas to progress by January 2010	Achieved; to revised target	The Collaboration Support Centre was established on 5 October 2009. Recommendations for the way forward with this Centre were accepted by the National Police Protective Services Board at its meeting on 19 January 2010.
c) We will revise the published ACPO Protective Services standards by May 2010	Continuing	This KPI is due to complete in the next financial year.

Key Performance Indicator	Status	Description
<p>KPI 8 – We will support forces in maintaining and developing the Neighbourhood Policing Standard. We will by June 2009, provide seven regional events for over 1,200 policing practitioners, practice guidance and field support to assist in embedding accessibility, effective engagement and collaborative problem solving</p> <p>Purpose: To support forces to provide a high quality service to all members of the public whatever their neighbourhood</p>		
<p>a) We will support forces in maintaining and developing the Neighbourhood Policing Standard. We will, by June 2009, provide seven regional events for over 1,200 policing practitioners, practice guidance and field support to assist in embedding accessibility, effective engagement and collaborative problem solving.</p>	<p>Achieved; to target</p>	<p>Seven regional practitioner events were completed by April 2009, comprising of four workshops themed around sustaining and embedding neighbourhood policing. Forces were unable to take up the provisioned capacity of 1,200, however, 893 delegates attended and feedback indicated that 77.6 per cent of delegates thought the event met their needs. We issued guidance documents such as the Neighbourhood Policing Business Guide (Welsh) and Integrated Neighbourhood Services factsheet, and we have dedicated field officers to work with individual forces.</p> <p>We worked with the tripartite and other partners this year to produce the youth crime guidance called the ‘Local Policing Guide for Early Intervention and Prevention of Youth Crime and Anti-social Behaviour’. This was published in March 2010 and followed by a Youth Practitioner Engagement event for the police service on 31 March.</p>
<p>KPI 9 – We will assist the implementation of the Citizen Focus Standards (‘Hallmarks’) in all forces.</p> <p>Purpose: To support forces in ensuring that the public come into contact with services that are designed to meet citizen needs, which will increase satisfaction levels</p>		
<p>a) We will publish a self-assessment process by April 2009</p>	<p>Achieved; to target</p>	<p>The Citizen Focus Self Assessment Tool was completed in April 2009 and published on the Neighbourhood Policing Website. It was also communicated via email to citizen focus leads in all 43 forces.</p>

Key Performance Indicator	Status	Description
<p>b) We will support forces in the field through an extensive programme of assisted implementation by April 2010. There will be an offer of visits to each force covering each of the four Citizen Focus Hallmarks:</p> <ul style="list-style-type: none"> • Understanding people visits (by July 2009) • Understanding services visits (by October 2009) • Designing Services visits (by January 2010) • Delivering Services visits (by April 2010) 	<p>Achieved; to revised target</p>	<p>The self assessment tool has been used by forces to baseline their existing activity towards becoming an increasingly citizen-focused organisation. This has been supported by visits from Citizen Focus and Neighbourhood Policing (CFNP) field officers to each force to facilitate their knowledge of the ‘understanding people’ hallmark.</p> <p>We have offered each force at least two days of support from a CFNP field officer against each of the Hallmarks based on the quarterly schedule indicated in the KPI. Our approach has been designed to be flexible and support has been delivered based on force preferences.</p> <p>All forces were offered visits by a field officer by the end of October 2009 and the majority of forces were visited to this schedule. The CFNP field officers completed 72 visits to forces between October 2009 and January 2010 to discuss the Citizen Focus Hallmarks, as well as other priority areas such as the Policing Pledge and Public Confidence, and continue to provide support to forces as required.</p>
<p>KPI 10 – We will launch the ACPO National Contact Management Strategy to all forces by December 2009 and assist, through provision of good practice and field visits, in ensuring that this is embedded in all forces by March 2011</p> <p>Purpose: To improve public/police interaction through the introduction of a common and, where appropriate, standardised approach to contact management</p>		
<p>a) We will launch the ACPO National Contact Management Strategy to all forces by December 2009 and assist, through provision of good practice and field visits, in ensuring that this is embedded in all forces by March 2011</p>	<p>Achieved; delayed completion</p>	<p>The original work stream plan consisted of creating a National Contact Management Strategy (NCMS) to be published to forces by end of 2009. The wording of the KPI reflects this earlier view of the product.</p> <p>However, during the subsequent development and consultation phase with forces and ACPO, stakeholders expressed the view that the NCMS should be accompanied and supported by additional guidance. At the NCMS Steering Group meeting in June 2009, the ACPO lead for contact management decided that the NCMS and the supporting guidance, the National Contact Management Principles and Guidance (NCMPG), should be submitted to the ACPO Cabinet for approval together.</p> <p>The NCMS was completed in December 2009 as agreed in the measure. Both documents were then approved at ACPO Cabinet on 3 February 2010 and launched to forces in March.</p>

Key Performance Indicator	Status	Description
KPI 11 – We will have in operation a capability to assist and support forces and police authorities with improvement plans that may be required following the new-style HMIC inspection process or other performance assessment by June 2009		
Purpose: To support forces and police authorities to improve capability		
a) We will have in operation a capability to assist and support forces and police authorities with improvement plans that may be required following the new-style HMIC inspection process or other performance assessment by June 2009	Achieved; to target	<p>By June 2009, the NPIA had established a Capability Support unit that has since been working to help forces and police authorities to improve their own performance. The function consists of five components; a core team, peer teams (police officers and police staff experts in a particular policing field who are loaned under the NPIA banner, as short-term improvement support to forces), the harnessing of other existing NPIA resources, a knowledge resource and good practice desk, and a centre of excellence in performance management.</p> <p>Between the 1st April 2009 and the 31st March 2010, the NPIA provided Capability Support to 38 police forces and 19 police authorities. Examples of policing issues to which support has been provided include: collaboration; problem-solving approaches; tackling hate crime; Policing Pledge; burglary; Superintendent training; police resourcing models; gun and knife strategies; tackling anti-social behaviour; police authority oversight on protective services and performance management; and police force performance management.</p>
KPI 12 – We will support forces in deploying a total of 30,000 mobile devices by March 2010, with appropriate officer training		
Purpose: To enable front-line officers to access information more easily and more quickly resulting in savings in officer time		
a) A total of 20,000 mobile devices by September 2009	Achieved; to target	We delivered, ahead of target, a total of 38,761 devices representing an increase of 28,822 by September 2009.
b) A further 10,000 mobile devices by March 2010	Achieved; to target	We delivered the additional 30,000 devices by November 2009, bringing the total in use to 40,595.

Key Performance Indicator	Status	Description
<p>KPI 13 – During 2009/10 we will co-ordinate and facilitate a national approach to managing the top ten categories of goods and managing suppliers across the top ten suppliers identified and approved by the ACPO Procurement Portfolio Board. Savings realised from employing this national approach will be realised within police force budgets over a two-year rolling programme.</p> <p>Purpose: To support the delivery of cashable and efficiency savings across the police service</p>		
<p>a) We will target the top ten suppliers to reduce transaction numbers and transaction costs by at least 5 per cent of influenceable spend by March 2010</p>	<p>Achieved; to target</p>	<p>Using a spend analysis, procurement has identified the top ten suppliers. By reducing the number of transactions – regardless of spend – the NPIA can save administrative effort. We have worked to reduce the transaction costs associated with this spend and the available savings reported range from 19-23 per cent of transaction costs.</p>
<p>b) We will target the top ten suppliers to standardise pricing by February 2010</p>	<p>Achieved; to target</p>	<p>A number of initiatives, including standardised pricing have been identified and delivered with the top ten suppliers.</p>
<p>c) We will support a national approach to category management, together realising savings of 5 per cent of influenceable spend in identified areas by March 2010</p>	<p>Not achieved</p>	<p>National categories were formally defined by the Home Office in December 2009 and are now being implemented by the NPIA with ACPO.</p> <p>We are currently developing category strategy plans and terms of reference for each category and uploading these onto the NPIA POLKA system for forces and ACPO Procurement Portfolio to review. Delivery is being monitored through incorporation into the 2010/11 KPIs. The delay in implementation will have caused a delay to the realisation of savings, but progress has been made to ensure such savings are delivered as part of the full set of procurement savings to which the NPIA and forces have committed over the term of the next Parliament.</p>
<p>d) We will award the new national contract for fleet by December 2009</p>	<p>Not achieved</p>	<p>The award of the contract has been delayed due to the need to agree standard specifications nationally. The contract will be awarded and operational in September 2010. In May 2010 ACPO Cabinet agreed that all forces will procure via the framework.</p> <p>The impact of the delay to this KPI is that forces will not realise the delivery of cashable efficiency savings as early as anticipated from the procurement of goods and services. However, the benefits in ensuring that all police forces are participating in national frameworks, contracts and approaches balances the consequences of that delay.</p>

Key Performance Indicator	Status	Description
e) We will award the new body armour contract by September 2009	Not achieved	The NPIA have supported the Metropolitan Police Service (MPS), who led this procurement. The national contract was awarded in May 2010. The delay in the award of the contract was caused by a legal challenge raised by a bidder during the tender process. The delay means that the efficiency savings inherent in the national body armour contract, will be realised later than originally anticipated.
KPI 14 – Deliver savings in relation to the processes identified within the Independent Reducing Bureaucracy Advocate’s report ‘Reducing Bureaucracy in Policing’ published in spring 2009. This will include work to support the new stop and account processes; and work to reduce the bureaucracy of crime recording		
Purpose: To assist in reducing the waste caused by unnecessary bureaucracy		
a) Quantify the benefits and commence implementation by September 2009	Achieved; to target	<p>The NPIA has worked to progress the report’s recommendations in several areas. PACE Code A was amended in respect of recording Stop and Account on 1 Jan 2009 to remove the requirement to record data other than on ethnicity. A Shortening Crime Reporting pilot evaluation report has been finalised and has been circulated to all forces.</p> <p>A DVD promoting the benefits of professional judgement and decision-making was sent to all forces to coincide with the publication of the Independent Reducing Bureaucracy Advocate’s report in November 2009.</p>
b) Deliver these benefits by April 2010	*KPI suspended*	At its meeting on the 5 November 2009, the NPIA’s Operating Board (OB) decided to suspend this KPI pending the release of a new report being produced for the Home Office, which may supersede this work. In light of this, OB decided to suspend this KPI until the new report is released.
KPI 15 – We will design and deliver an interactive online resource for access to quality assured policing knowledge. This will include: quality assured guidance, research findings and good practice examples; a website for policing information working in the same way as Wikipedia; networking forums; and horizon scanning tools.		
Purpose: To ensure that policing knowledge is accessible to the staff and officers who need it, when they need it, and in a form that enables them to use it in decision making		
a) We will have a test version in place by September 2009	Achieved; to target	The POLKA test version went live on the Police National Network in September 2009. We worked with early adopters to roll out their communities internally throughout September and October 2009, then onto forces in October and November 2009.

Key Performance Indicator	Status	Description
b) We will ensure a final version is in place by March 2010	Achieved; to target	The POLKA website went live to the policing community in November 2009. It now enables groups of users, known as communities, to share, discuss and collaborate on a variety of information or documents through a range of technologies such as blogs, discussion forums and document libraries.
KPI 16 – We will challenge, enable and improve forensic services through the implementation of a number of deliverables		
Purpose: To improve the intelligence and detections available from forensic techniques, as well as supporting the delivery of cashable and efficiency benefits		
a) We will deliver a national footwear reference collection to improve the intelligence and detections available from footwear marks by March 2010	Achieved; to target	The National Footwear Reference Collection (now National Footwear Database) was launched in April 2009 and national rollout commenced. 43 forces are live plus Lothian and Borders and PSNI. A guidance document was distributed to all forces. The current status of take-up is provided in the Forensics21 Stakeholder Benefits Report.
b) We will facilitate remote transmission of crime scene marks, significantly reducing the time from recovery of marks from a crime scene to identification, by July 2009	Achieved; to target	We completed all implementation activities and best practice reviews by June 2009. Phased roll-outs to certain forces began soon after, and dramatic time reductions averaging 81 per cent from scene of crime to identification (16.4 to 2.4 days), and specifically in fingerprint bureaux activity (12.1 to 1.2 days), have been confirmed in all force reviews undertaken. We will continue to support forces wishing to introduce remote transmission through business as usual activities.
c) We will facilitate drug testing in custody to allow immediate disposal decisions of guilty and not-guilty plea cases for possession of the most common controlled substances by March 2010	Achieved; to target	We have supported forces in implementing Evidential Drug Identification Testing (EDIT) process with target benefits achieved. To date the EDIT project has measured just over £2 million of benefits in those forces who have been live for the initial 13 week period. A good practice guide was produced in conjunction with the Metropolitan Police Service to support this process.
d) We will provide doctrine and assisted implementation to improve the quality of forensic sampling in custody and tasking of crime scene investigators by March 2010	Achieved; to target	<p>We have produced best practice guidance and training materials, which are now in use in early adopter forces. The materials and tools were launched and made available to all forces at an event which took place on 10 March 2010.</p> <p>A full range of Detainee At Police Station Sampling products, including a ‘train-monitor-tell’ training package, to offer good practice for detainee fingerprint and DNA sampling have subsequently been implemented in five early adopter forces and launched for national use at a conference on 10 March 2010.</p>

Key Performance Indicator	Status	Description
<p>KPI 17 – We will implement the Information Systems Improvement Strategy (ISIS) delivery programme for 2009/10</p> <p>Purpose: To ensure that improvements to police ICT nationally and at force level are better co-ordinated, less expensive and deliver more effective support to policing</p>		
<p>a) We will realise efficiency savings of 5 per cent of the procurement budgets in identified areas through better procurement of information service products and IT by March 2010</p>	<p>Achieved; to target</p>	<p>We have identified four areas to realise savings. These have been realised through the use of the public sector Microsoft framework, renegotiation of the Crime Mapping maintenance contracts and the renegotiation of the cost of licences and by identifying further savings with software analysis experts.</p>
<p>b) We will identify three champion applications using the pan-Government champion-challenger model for procurement by March 2010</p>	<p>Achieved; to target</p>	<p>We have this year, through convergence work, developed several focus areas, the result of which is that three priority areas for Champion Challenger have been identified:</p> <ol style="list-style-type: none"> 1. The Eastern Region Project Athena as the focus for Crime and Intelligence, and Records Management systems; 2. 'Back office transformation' through Enterprise Resource Planning (ERP) solutions; 3. Digital Evidence solutions (such as digital interviewing, imaging and storage).
<p>c) We will develop a national crime mapping solution in line with research on public confidence by March 2010</p>	<p>Achieved; to target</p>	<p>A new interactive national map giving the public access to local statistics and details on neighbourhood policing in their area was launched on 20 October 2009. The online map allows residents to view figures for all crime as well as burglary, robbery, violence, vehicle crime and anti-social behaviour in their area at the touch of a button.</p> <p>For the first time people can compare one police area with another, compare figures over a three-month period against the same period for the previous year, and see annual crime rates. The public are also able to see details of their neighbourhood police team, local policing priorities and information about forthcoming local events such as crime prevention meetings and local surgeries.</p> <p>In the first week alone the website attracted 245,000 unique users, with the average number of pages viewed totalling 13 and each visitor spending approximately five minutes looking at the site. Between October 2009 and June 2010 the site has received 1.4 million hits.</p>

Key Performance Indicator	Status	Description
<p>d) We will produce a plan for:</p> <p>i) future management of the collection and management of digital evidence; and</p> <p>ii) future operational communications by March 2010</p>	Achieved; to target	<p>The plan for the management of the collection of digital evidence was produced and approved at ISIS Business Design Authority on 7 December 2009 followed by a briefing note on 1 February 2010.</p> <p>A final report on the Future Communications Programme (FCP) delivered and approved by FCP Executive Board in March 2010.</p>
<p>e) We will support police forces in managing the costs of legacy national IT systems and agree a succession plan for national applications (including NSPIS) by December 2009</p>	Achieved; delayed completion	<p>The list of priority legacy applications and business areas, which includes NSPIS Case and Custody system, was agreed by the ISIS Business Design Authority and Programme Board. Champion products, identified through the agreed Champion Challenger process, are to be delivered in these priority areas. The 2010/11 ISIS delivery plan has been approved and budget allocated to support this work.</p>
<p>KPI 18 – We will provide an improved DNA Database by March 2010</p> <p>Purpose: To provide a more secure platform allowing easier disaster recovery for the DNA Database, whilst ensuring compliance of collection and use of data with the law</p>		
<p>a) We will move the DNA Database to a new platform, resulting in an improved performance, improved security level and improved disaster recovery by October 2009</p>	Achieved; delayed completion	<p>The successful transition of the National DNA Database service was completed on 30 November 2009. The service was suspended over the last weekend in November 2009 to enable full testing of the new system. The system and service was formally accepted into the NPIA on 1 December 2009 by the senior user. Full operational service was resumed on 1 December 2009.</p>
<p>b) We will work with the Home Office to agree a programme to develop compliance with Human Rights legislation in line with the implications of the S & Marper case by March 2010</p>	Achieved; to target	<p>We have worked together with the Home Office on the proposals to implement a new retention framework of DNA and fingerprints.</p> <p>Proposals to implement the legislative changes post S and Marper were included in the Crime and Security Bill. The Bill passed its Commons stages on 8 March 2010 and subsequently received Royal Assent on 8 April. The new provisions have not yet come into force. The new Government has indicated that it plans to legislate to adopt the Scottish model for the retention of DNA profiles of unconvicted individuals on the DNA Database.</p>

Key Performance Indicator	Status	Description
KPI 19 – We will begin to build and test the Police National Database		
Purpose: To create the technology that can improve performance in countering terrorism, and enabling proactive crime prevention and disruption including serious and organised crime		
a) We will have supported and completed at least one data verification process on data from all PND Data Providers by March 2010	Achieved; to target	This year, we conducted data verification visits with all data providers. Further data verification visits are continuing with all forces throughout 2010/11.
b) We will have agreed the design of the PND system by March 2010	Achieved; to target	Logica, the primary contractor, proposed a new release strategy which was endorsed by the Programme Board in March 2010 and the contract change note has been signed to reflect this. The Design milestone for Release 0 has now been accepted.
c) We will have delivered the PND Code of Practice by March 2010	Achieved; to target	The Code of Practice was laid before parliament on 17 March 2010.
d) We will have issued an initial draft of PND Manual of Guidance to Early Adopter Forces by March 2010	Achieved; to target	We have provided an initial draft to the Early Adopter Forces. The final first draft of the Manual of Guidance has been completed and will be considered by the IMPACT Business Design Authority on 22 April 2010 before formal issue to the Early Adopter Forces.
e) We will have commenced deployment of PND by December 2010	Continuing	A contract change notice is being prepared to reflect the new release strategy. Now that this notice has been signed and the design milestone has been accepted, the IMPACT Programme plans for forces to commence PND implementation and data upload to the PND began in May 2010.
KPI 20 – We will review, refine and implement a range of relevant improvements to the Serious Crime Analysis Section, including by March 2010: a new prioritisation process; a more proactive search strategy; a review of integration of additional datasets		
Purpose: To improve the speed and quality of analysis and advice provided to forces to help them deal with specialist incidents		
a) A new prioritisation process by October 2009	Achieved; to target	We fully tested and reviewed the prioritisation process and rolled out the latest version of the case management system on 26 October 2009. This incorporates a revised process for prioritising the most important cases to be input into the system. Users of the new system were notified on 4 November 2009.
b) A more proactive research strategy by March 2010	Achieved; to target	The inaugural Revised Research Team meeting was held in June 2009 and the number of research proposals submitted to the Crime Analysis Unit / Crime Operational Support research panel increased by 57 per cent compared to 2008.

Key Performance Indicator	Status	Description
c) A review of integration of additional datasets by March 2010	Achieved; to target	An updated version of the Violent Crime Linkage Analysis System, the analytical database used by the Serious Crime Analysis Section, was successfully rolled out on 30 March 2010. Preparation for Identity and Access Management compliance, as well as Police National Database access, is progressing well with funding agreed and successful reviews of these areas recently being carried out.
KPI 21 – We will support the implementation of the ‘Prevent’ strand of the CONTEST Strategy over the course of 2009		
Purpose: To develop police officers and staff to ensure that they have a better understanding of the causes of radicalisation, and of some of the tools that can be lawfully applied to combat it		
a) We will assist in the delivery of the Intelligence and Community Engagement (ICE) process by supporting the ICE training in each force by December 2009	Achieved; to target	We supported the delivery of ICE training across the forces, monitored by the multi-agency ICE Project Board. ICE training was delivered or booked in for all forces by December 2009.
b) We will deliver the first phase of the OSCT funded training project Preventing Violent Extremism across police forces and public sector agencies by July 2009	Achieved; to target	We successfully tested and delivered Module 1 of the Preventing Violent Extremism e-learning project on schedule to all public sector agencies.
c) We will embed ‘Prevent’ learning outcomes into all relevant police training by December 2009	Achieved; to target	We have embedded learning descriptors for PREVENT into the requirements for the Initial Police Learning and Development Programme, PCSO and Specials training. All future developments will now utilise these learning descriptors.
KPI 22 – We will publish guidance and support the implementation of the guidance in two key areas		
Purpose: To assist forces in improving their response to organised crime.		
a) Confidential Units and the Use and Management of Covertly Obtained Material by September 2009 with support to implementation until March 2010	Achieved; to target	We published Guidance on the Lawful and Effective Use of Covert Techniques - Confidential Units and the Use and Management of Covertly Obtained Material in September 2009, and a team of five NPIA personnel were subsequently appointed to support implementation of this guidance.
b) Revised guidance on the National Intelligence Model by March 2010	Achieved; to target	The Organised Crime Group Mapping Manual was signed off at the Organised Crime Partnership Board Project 11 meeting on 23 March 2010. We have now notified all chief constables and partner agencies’ Executive Leads of the position.

Key Performance Indicator	Status	Description
KPI 23 – We will make major steps in the development of the SIS II system		
Purpose: To develop the systems to provide UK law enforcement agencies with access to an EU-wide database that will assist them in responding to crime that extends beyond our borders		
a) Gaining approval of end-user training design by July 2009	Achieved; delayed completion	On 16 March 2010, the Joint Operating Authority (JOA) Project Board was presented with an overview of the Training Design Document and the approach was agreed. The final version of the Training Design Document was approved by the JOA Senior Responsible Owner on behalf of the law enforcement agencies within the UK on 31 March 2010.
b) Completion of PNC interface changes by December 2009	Achieved; to target	We demonstrated, by December 2009, a working interface to the NPIA Board Chair, CEO and SIS Programme Board. An iterative, risk based, development method addressed the major risks first. These highly successful real-time demonstrations of the SIS II system for 'Vehicles and Names' enquiries on PNC were able to demonstrate the success of this approach.

Financial Planning and Future Developments

Introduction

The NPIA's Business Planning process fully integrates business, resource, and finance planning, including efficiencies, ensuring that robust workforce planning is undertaken in line with people, estate, and procurement requirements. This year the process has begun to move the agency from a one-year financial horizon to a three-year financial horizon. This helps to ensure that budget-holders consider and adequately articulate the medium-term consequences of stopping, reducing or starting activity so that the Chief Officer Team can risk-assess resourcing choices.

One such resourcing issue considered by the Chief Officer Team during the course of the year was our use of consultants, contractors and contingent labour. Following a review of this resourcing choice, we systematically reduced the amount of such labour either with permanent or fixed-term contracts where appropriate, and where a saving could be achieved, or by dispensing with their services completely. We have also put in place a more stringent rationale for procurement of these resources. This requires all new contracts or extensions to contract to have personal approval from the Chief Executive Officer or his deputy, and in our 2010/13 Business Plan we have undertaken to publish details of all consultancy spend over £25,000 on the internet.

A new Financial Improvement Action Plan was launched in October 2009. This follows on from the 2008 Finance Improvement Plan that resulted in a significant improvement to the financial management of the NPIA. Driving the new plan is the need to embed an agency-wide culture of cost effectiveness supported by an excellent finance function. Success in embedding this culture demands agency-wide compliance with efficient and effective processes. It is intended that the Financial Improvement Action Plan will put the NPIA on a stronger footing, with clear adherence to policies and processes helping us to steer the agency through a challenging financial environment, assuring we can deliver what the service needs.

Another essential step in our revised approach has been the issue of detailed budget guidelines to the business. These describe how the agency validates the work to construct the NPIA's resource and capital budget build; submits savings and growth proposals; and undertakes an 18-month forecast to lay the foundation for a three-year costed business planning cycle. On completion and collation we ensure that there is a robust review of the budget position over the next three years.

Supporting the agency's budgetary work to identify future cost savings and drive these through, the NPIA has established the new Performance Inspection and Improvement Savings Team. This new team reviews, challenges and improves the processes that business areas use to deliver savings in 2009/10 and 2010/11. This activity sits within a broader Value for Money strategy, which is promulgated in part through the business planning process outlined above.

Airwave is a digital trunked radio service for police and other emergency services in England, Scotland and Wales provided by Airwave Solutions Limited under contract to the NPIA. This is a long-term contractual partnership, as Airwave Solutions Ltd will be responsible for providing the service until 2020.

Review of performance

The table below compares NPIA's financial outturn for 2009/10 with its budget.

	Budget £m	2009/10 Spend £m	Over/(under) spend £m
Total Resource	399.1	399.0	(0.1)
Total Capital	153.8	152.2	(1.6)
Resource + Capital	552.9	551.2	(1.7)

The outturn for resource spending for the year was £0.1 million (under 0.1 per cent) less than the delegated budget. The outturn for capital spending for the year was £1.6 million under budget.

This builds upon the positive position reported last year and reflects a continued drive to improve control processes and to develop ever more robust forecasting.

It is noteworthy that the NPIA:

- has delivered its business plan 2009/10 this year against a budget that required recurring cash releasing savings of £24.6 million;
- has absorbed additional depreciation of £5.1 million (20 per cent increase) year on year; and
- has made provision in whole or in part, for impairment of the estate, conservation of the historic Bramshill Mansion and for an HMRC liability that dates back, in part, to 2002.

Going concern

The activities of the NPIA are primarily financed by the Home Office. The statement of financial position as at 31 March 2010 shows total assets less liabilities of £293.268 million (2008/09 was £255.802 million as restated for IFRS).

Grant-in-Aid for 2010/11, taking into account the amounts required to meet the NPIA's due liabilities in the year, has already been included in the Home Office's estimates for that year and is subject to a £30million reduction, as announced in the Budget on 22 June 2010.

On 29 June 2010, the Home Secretary announced to the APA-ACPO Conference that there would be a review into the role and remit of the NPIA. At the date of signature of this Report the NPIA is not aware of the outcome of this review.

The above reduced Grant-in-Aid has been approved by Parliament and there is no reason to believe that the Home Office's future sponsorship of the functions of the NPIA 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 in 2002 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 and is undergoing a major conservation programme as required by legislation and related regulations.

Auditors

The NPIA uses internal audit services, provided by the Home Office, to continuously review best practice. The charge for these services was £146,000 (2008/09 £248,000).

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 2009/10 was £137,000 (2008/09 £150,000). During the year, the external auditors, the National Audit Office (NAO), carried out a statutory audit of International Financial Reporting Standards conversion for a charge of £25,000 (£5,000 for trigger point 1 work in 2008/09). 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 HM Treasury requirements, is to pay all invoices within ten days of receipt of a valid invoice, unless a longer payment period has been agreed or the amount billed is in dispute.

During 2009/10 there were on average some 4,334 invoice, expense and procurement card transactions per month (5,055 in 2008/09). The NPIA's payment record during the year was 58 per cent paid within the ten day target. Payments within 30 days improved to 83 per cent from 76 per cent in 2008/09. The NPIA incurred late payment penalties totalling £149 (£1,860 in 2008/09).

Provision of information to auditors

There is no known 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 the agency's principal risks and uncertainties

At the end of the financial year 2009/10, the principal risks facing the NPIA included those summarised and collated below. This list also includes some risks identified between March and June 2010. All risks and uncertainties are managed through an internal control system.

The principal risks summarised, include:

1. Delivery of 'business as usual' undertakings may be adversely affected by the need to achieve savings target on budgets for 2010/11.
Mitigating action: All business areas have developed detailed project plans for recurring savings. A dedicated corporate team reviews and monitors these plans on a weekly basis to ensure that the savings are being made. Every effort is being made to ensure that the savings can be made without adverse impact on key, critical functions.
2. Accepting the transfer to the NPIA of new areas of business where, in some cases, the funding line is not clear or is not guaranteed after the first year, which may mean that a balanced budget cannot be delivered in future years;
Mitigating action: All new functions and services are registered via a new commissioning process that ensures that all new functions and services go through the correct approval process. New business areas will only be adopted if they come with guaranteed funding streams and a clear exit strategy i.e. if funding ceases so does the activity unless the agency can agree the cessation of other activity to accommodate the new requirement, or that the new activity can be delivered within existing resources as a consequence of improved efficiency. The NPIA Board takes an active role in the scrutiny process.
3. The implementation of proposed changes to the retention policy and framework for DNA and fingerprint data carries a variety of risks including those relating to workload, overspend, or the deferral of other work.
Mitigating action: The NPIA's impact assessment of the numbers of samples, profiles and fingerprints to be destroyed is continually reviewed to ensure that it takes account of the latest proposals.
4. Potential maintenance and refurbishment costs relating to the Bramshill estate could result in failure to deliver a balanced budget in 2010/11, whilst failure to meet the requirements in relation to the listed status could result in legal and/or financial penalties.
Mitigating action: Forecasted requirements and maintenance and refurbishment costs are to be closely monitored. Negotiation and close liaison is to take place with English Heritage to ensure requirements are met.
5. Initiatives being programmed under the cost-effectiveness and/or ISIS umbrellas may, for various reasons relating to the complexity of the individual initiatives and dependencies on forces, prove to take longer to implement than envisaged.
Mitigating action: Close liaison with partners including the tripartite, and collaborative/partnership approaches or pilots, together with the application of proven project and programme management controls, delivery, and scrutiny methods, will be undertaken in order to mitigate the various risks identified within each project or programme.
6. There exists risk associated with the eventual affordability of accelerated DNA identification/elimination systems.
Mitigating action: The product is still in project initiation stage and cost-benefits are being identified and assessed to ensure project controls are in place. A decision whether to progress with pilots will be made in summer 2010, and if approved, project-managed pilots will commence in three forces.

Future Developments

The agency is reducing the concentration of staff based in central London through the consolidation of 10 Victoria Street and New Kings Beam House into one Headquarters in London. This move, which will begin in September 2010, will help us to reduce our London headcount in order to reduce costs and will strengthen our presence outside London. Work is progressing to develop flexible working practices to support this move.

Throughout 2010/11, and taking into account the current fiscal environment, we will continue to focus on the need to deliver value for money within a tight budget, and remain prudent in the use of our resource and capital budgets. We will be consolidating and embedding improvements to the workings of the agency over the coming period, with recognition that the next period will require us to be much more flexible in terms of moving priorities, resources and in terms of increased pressure on finances.

The NPIA is responding to the policy changes that have arisen from the change in administration. This response is being managed through our business planning process, which includes consultation with key stakeholders and partners, and ongoing review of our corporate risks.

In 2010/11 we will continue realigning our resources to fulfil our three key functions to support the police service that are shown in our 2010/13 Business Plan. These are:

- providing critical national services
- helping to build capability across the service and in police authorities; and
- providing professional expertise directly to forces and authorities.

These key functions are supported by our five improvement priorities, which reflect the current environment of policing and are agreed with our tripartite partners. The current five priority areas are:

- improved cost-effectiveness of the service to preserve resources at the front line;
- improved public confidence in local policing;
- strengthened protective services;
- improved leadership and workforce capability; and
- improved management and use of information by the front line, through ISIS.

Environmental, Social and Community Issues

Environment

In September 2009 we announced the completion of an updated Estates Strategy to provide an estate that effectively and efficiently meets the current and future needs of the agency. This is a live document and will be regularly refreshed to reflect changes in priorities, focus and available funding.

We are also introducing changes that will have a benefit across our sites such as the phased transition to Home Office shared services for facilities management. These will improve value for money, standardise services and improve standards. The London offices and Hendon Data Centre saw the first phase of transition to Home Office National Facilities Management contracts in April 2009, and the remainder of the sites were mobilised by April 2010.

We intend to meet the best achievable standards of sustainability and energy efficiency within location and budgetary constraints, and we will seek to achieve the BRE Environmental Assessment Model (BREEAM) excellence standard for all new buildings, subject to location, transport constraints and value for money considerations.

Everyone working for the NPIA or on its behalf is required to carry out activities in line with the 'Home Office Environmental Policy' (revised April 2002). 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 have ready access to this statement through its publication on the NPIA's intranet.

In January 2010, we adopted ten corporate initiatives to be progressed across the agency. These are as follows:

1. Promote environmental improvement
2. Educate staff and encourage participation and involvement
3. Reduce energy consumption
4. Reduce water consumption
5. Reduce the carbon footprint of corporate travel
6. Reduce waste arising and increase the volume of recycling
7. Investment plan for delivery of longer term green benefits
8. Energy efficient IT provision
9. Work with the supply chain and service partners to deliver environmental improvement
10. Share best practice through engagement with external bodies, green forums and clubs.

In preparation for the new carbon reduction legislation, the NPIA is working with the Carbon Trust to undertake Options Assessments of two of its residential training centres at Ryton and Harperley Hall. These assessments will identify where the agency can make improvements in housekeeping, operating methods and building/plant design, all to reduce energy consumption. The service will subsequently be extended to cover other sites.

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). Additionally, when specifications are being developed for goods and services, account must be taken of environmental issues where they are relevant to the contract.

To support us in achieving many of these aims, this year we established a new agency-wide Environmental Working Group led by the head of property services, and involving business unit representatives and volunteer green champions. The main aims of the group are to show leadership on environmental issues, promote best practice and drive through beneficial change. The group will make regular reports to the Chief Officer Team.

Social and Community Matters including employment

As of 31 March 2010, the NPIA's headcount was 2,227 people. Headcount includes permanent employees, 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. In 2009/10, the average number of sickness absence days per employee, including long term sickness (i.e. more than one month) was 4.39 days, which is below our target of no more than 7.5 days per person.

We have maintained a good level of engagement between our senior management team and staff throughout the year, using a variety of methods of communication. Our Chief Executive Officer and chief officers each on rotation, host an hour-long online web-chat forum for all NPIA staff every month, providing an opportunity for staff to raise any issues or questions they may have.

Throughout May and June 2009, we held a series of staff engagement events across each of our eight major sites, attended by over 900 staff. These sessions provided staff with the opportunity to discuss issues in an open forum with the Chief Officer Team, and included consideration of:

- the greatest challenge in the year ahead
- the biggest impact that the business plan will have on individuals.

We ensure that our staff are kept updated on all issues facing the NPIA and any new developments that take place during the year. Our newsletter 'Connect' is distributed to all sites every two months. We also publish electronically a monthly briefing paper called 'Connection', which is discussed between managers and staff as an agenda point at regular team meetings. These items also provide a channel for staff to feed back to managers and the internal communications unit.

In September 2009, our staff had the opportunity to take part in an independently administered staff survey. This covered a wide range of topics including job satisfaction, personal development, communications and the culture of the NPIA. The response rate was an encouragingly high 71 per cent of our staff. The senior management team received a breakdown of the results for each area so that any localised issues could be addressed or followed up on. We have developed action plans as a next step to make some real improvements at corporate and directorate levels. These are monitored locally and reported centrally.

In November 2009, a random sample of NPIA staff were invited to take part in the 'Best Places to Work in the Public Sector 2010' and 'Public Sector Accreditation 2010' survey. The survey is sponsored by the Sunday Times newspaper and conducted by an independent research company. Our staff were asked to comment on what it is like to work for the NPIA. The results of the survey were released in March 2010, and the NPIA was 55 of the top 75 companies. When describing the NPIA, The Sunday Times said that 'the community is at the heart of the organisation's work, and giving something back goes beyond its day-to-day duties.'

The NPIA provides opportunities for its staff to give back to the community. A number of staff have taken up such an opportunity under one of our policies that allows them to take up to 15 days paid special leave to undertake Special Constable duties, directly improving public safety. Alternatively, staff have the option to take up to five days special leave for voluntary work to support the community. Additionally, every year the NPIA stages special events, in conjunction with several charities, in support of International Missing Children's Day.

In 2009, we received an award from the Campaign for Learning as a result of our Learning at Work Day activities, which focused on helping staff gain a better understanding of the work of the NPIA and the wider policing family. A number of events took place on the day to encourage people to learn at least one new thing about the NPIA. Staff were also given the opportunity to meet different people from within the agency and from various police forces. We have continued to broaden our staff's understanding of the policing family through holding a series of 'Meet the Police' events with specialist units such as public order and specialist dog units.

We have engaged with our staff regarding the annual business planning process, providing a means through which they can voice their opinions and ideas, and allowing them to have a direct input to the overall direction of the agency. Guidance was issued to senior managers in November 2009 about consulting with their staff throughout the process. This allowed our people to contribute to both staff survey action planning and business planning, feeding in ideas and asking questions.

The NPIA has a Staff Council set up at both directorate and agency level. The councils meet quarterly and discuss organisational issues ranging from working conditions to business performance matters. Representatives are nominated by staff and cover all directorates, the trades unions and the Police Federation.

In December 2008, the NPIA successfully completed a formal review against the Investors in People standard. By meeting this standard, organisations are able to improve performance and meet their objectives by effectively managing and developing their people. Rather than seeking re-accreditation in three years time we have decided to proceed on a rolling review basis. This rolling approach is to ensure we continue to review and maintain the standard, in addition to helping us identify future areas for development. To support this work, we have identified Investors in People champions to work with the internal review coordinator and chief officers.

In February 2010 a number of NPIA staff and teams were awarded a Chief Constable's Commendation in recognition of their contribution to the agency and towards policing. Those who received awards demonstrated clear practical achievement for delivering services in a way that has brought demonstrable distinction to the agency's reputation in the area of activity concerned and/or acted in a way that has significantly improved the circumstances of others. A list of commendation recipients can be found at Appendix A.

In September 2009, the NPIA was awarded its own coat of arms. The NPIA is one of only a very small number of corporate bodies to have received this honour.

Promoting Equality, Diversity and Human Rights

The NPIA has a duty to promote equality and eliminate discrimination. There is a clear business case to do this, which is supported by legislation. Our Equality, Diversity and Human Rights (EDHR) unit is 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 through the services the NPIA provides.

The NPIA's Single Equality Scheme has now been in place for over a year and has been revised to incorporate the protected characteristics set out in the Equality Act 2010, as well as bringing it into line with the NPIA Business Plan. The scheme sets out how the NPIA will promote equality of opportunity, eliminate discrimination and create a workplace where people feel supported and valued.

An internal, directorate level 'Equality in Employment' report is now produced on a quarterly basis that monitors the diversity of the organisation in line with the Single Equality Scheme. The report highlights key areas of interest, including any emerging issues and identifies areas for further analysis or investigation, helping to better inform the organisation. The monitoring includes scrutiny of staff representation, recruitment, retention, progression, satisfaction and will later include misconduct, grievance and reward & recognition sections.

During the first year of the scheme, the NPIA created an implementation approach structured through the Chief Officer Team, developed and launched mandatory e-learning diversity package, undertook stage one equality impact assessment screenings of all policy, and developed a monitoring framework to capture the impact the scheme has made to NPIA business.

The NPIA EDHR unit has also supported the NPIA to complete full equality impact assessments on a number of policies, products and strategies during 2009/10. This ensures that we deliver products to the wider police service that are compliant with equalities legislation including impact assessments for the National DNA Database and the National Police Promotions Framework.

The agency is committed to meeting its legal duty under the Welsh Language Act 1993 and also to the principle that, in its dealings with the public in Wales, the Welsh and English languages will be treated on the basis of equality. The NPIA Welsh Language Scheme was approved by the chair and chief executive of the Welsh Language Board in September 2009. Two bilingual projects that have already been completed, namely the Equality Standard for the Police Service and the National Crime Mapping tool; other projects are currently in progress.

We have worked with staff to begin to develop staff support networks. This has included working with the NPIA Black Staff Association to further support its work as well as initial meetings of female staff and disabled staff to discuss issues in the work place. This will inform future work for 2010/11 to develop a better support structure for staff from under represented groups. Initiatives are also being identified to provide further support networks for other under represented staff – in particular lesbian, gay, bisexual and transgender staff.

In December 2009, the NPIA launched the new 'Equality Standard for the Police Service', a continuous improvement framework to enable police forces across England and Wales to meet the needs of their diverse communities as well as those inside the service. The standard is the first of its type specifically designed for policing and helps forces assess how far they have developed beyond basic compliance with equality law, and improve delivery of services for their local communities. The standard will drive consistent improvement in all forces through benchmarking and the sharing of effective practice. It will also enhance accountability and contribute to increasing public confidence in the police.

The Equality Standard is a tool to assist forces to deliver the 'Equality Diversity and Human Rights Strategy for the Police Service'. This strategy, adopted by ACPO, APA and the Home Office in October 2009, provides a national framework for improving equality performance in the police service.

NPIA Workforce Representation

The following tables summarise changes in the diverse make-up of the NPIA between 31 March 2009 and 31 March 2010. The six main areas of protected characteristics are included; these are age, disability, ethnicity, gender, religion and belief and sexual orientation. A project with the purpose of minimising the level of unknown and blank data records in future reports is underway.

Age	31 March 2009		31 March 2010	
	Volume	% of Total	Volume	% of Total
20 and under	6	0.3%	4	0.2%
21 - 30	391	17.7%	396	17.8
31 - 40	554	25.1%	577	25.9%
41 - 50	726	32.9%	748	33.6%
51 - 60	452	20.5%	436	19.6%
61 +	62	2.8%	66	3.0%
Blank record	17	0.8%	0	0.0%
Total	2208		2227	

Disability	31 March 2009		31 March 2010	
	Volume	% of Total	Volume	% of Total
Disability Declared	61	2.8%	54	2.4%
No Disability Declared	1123	50.9%	1059	47.6%
Not Stated	89	4.0%	77	3.5%
Unknown / Blank	935	42.3%	1037	46.6%
Total	2208		2227	

Ethnicity	31 March 2009		31 March 2010	
	Volume	% of Total	Volume	% of Total
White	1357	61.5%	1258	56.5%
Mixed	17	0.8%	18	0.8%
Asian	115	5.2%	116	5.2%
Black	52	2.4%	55	2.5%
Chinese or Other	26	1.2%	23	1.0%
Not Stated	130	5.9%	121	5.4%
Unknown / Blank	511	23.1%	636	28.6%
Total	2208		2227	

Gender	31 March 2009		31 March 2010	
	Volume	% of Total	Volume	% of Total
Male	1300	58.9%	1296	58.2%
Female	908	41.4%	931	41.8%
Total	2208		2227	

Religion and Belief	31 March 2009		31 March 2010	
	Volume	% of Total	Volume	% of Total
Buddhist	12	0.5%	13	0.6%
Christian	707	32.0%	670	30.1%
Hindu	49	2.2%	51	2.3%
Jewish	10	0.5%	10	0.4%
Muslim	42	1.9%	37	1.7%
Sikh	12	0.5%	14	0.6%
Other	40	1.8%	37	1.7%
No Religion	442	20.0%	433	19.4%
Prefer not to say	92	4.2%	88	4.0%
Unknown / Blank	802	36.3%	874	39.2%
Total	2208		2227	

Sexual Orientation	31 March 2009		31 March 2010	
	Volume	% of Total	Volume	% of Total
Hetrosexual	1210	54.8%	1176	52.8%
Gay / Lesbian	26	1.2%	24	1.1%
Bisexual	4	0.2%	4	0.2%
Prefer not to say	196	8.9%	172	7.7%
Unknown / Blank	772	35.0%	851	38.2%
Total	2208		2227	

Information Assurance

The NPIA makes concerted efforts to ensure that its data and that of its partners is properly managed to assure its confidentiality, integrity and availability. We also work to ensure that Information Assurance (IA) requirements are well understood by all staff in the agency. In 2009/10, we have continued to promote the importance of IA in our daily activities and to maintain a level of awareness of the significant risks that can ensue from personal data loss. We recognise that these risks are posed to national and personal security and public confidence. Our programme of work will ensure that the NPIA manages its information securely, effectively and in compliance with the recommendations made in the pan-government Data Handling Review (June 2008). Our promotion of the importance of IA has contributed to the development of a positive IA culture within the organisation.

The Information Assurance Maturity Model has been designed by government to help Senior Information Risk Owners (SIROs) establish a comprehensive programme of work to achieve three main IA goals. These are:

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

The NPIA achieved compliance with Level 1 of the Information Assurance Maturity model in 2009/10 and is working towards compliance with Level 2. We have established an IA Improvement Programme to co-ordinate various agency-wide change projects 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. This includes IA professionals and business representatives and oversees an IA Improvement Plan, which continues to be implemented.

The NPIA has also been working to ensure that information security risks are captured and managed in the agency. We have an information risk management policy to ensure that all information assets have a clear owner and that the risks are regularly assessed and managed.

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

A summary of protected personal data related incidents formally reported to the Information Commissioner's office in 2009/10 would normally appear here as Table 1. This has been omitted as no incidents have been formally reported.

The following table summarises protected personal data incidents that have occurred during 2009/10. 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 Commissioner's Guidance.

Table 2: Summary of Other Protected Personal Data Related Incidents in 2009/10		
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	1
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Government premises	3
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	nil
IV	Unauthorised disclosure	5
V	Other	nil

It should be noted that incidents, the disclosure of which would in itself create an unacceptable risk of harm, may be excluded in accordance with the exemptions contained in the Freedom of Information Act 2000 or may be subject to the limitations of other UK information legislation.

About Us

Our purpose

To achieve our purpose of **making a unique contribution to improving public safety**, we agreed seven high-level objectives for 2009/10. Each objective was intended to improve one of the seven core capabilities of the police service as described in 'Building Capability – a Ten Year Strategic Framework', which as explained earlier in this report, was published in March 2010.

Our unique contribution takes three forms.

- **We provide critical national services** that directly enable front line policing. These account for the largest portion of our expenditure.
- **We build capability in the police service and police authorities** through improvement priorities.
- **We provide professional expertise to forces and police authorities** by directly helping forces identify capability gaps and improve service delivery, and support police authorities to implement improvements.

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 status

The NPIA was established under the Police and Justice Act 2006 and came into existence on 1 April 2007. As part of this Act, the following 'objects' were laid out in statute for the agency:

- 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 is reasonably expected in order to complete the above tasks.

We are a Non-Departmental Public Body sponsored by the Home Office, with a remit that covers most of the UK. The 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. The NPIA Board is required to provide governance and corporate oversight to the NPIA. The primary role of the ACPO, APA and Home Office members of the Board is (as for all members) to work for the best interests of the police service.

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

There have been some personnel changes at the Chief Officer Team level during 2009/10. In September 2009, our then Deputy CEO, Chief Operating Officer and Director of Policing Policy and Practice, Jim Barker-McCardle, was appointed as Chief Constable of Essex Police. ACC Steve Mortimore was appointed in a temporary capacity to the rank of Deputy Chief Constable to perform these roles whilst recruitment took place for a permanent replacement. In January 2010, he reverted to his substantive rank on the appointment of DCC Nick Gargan, who is now the agency's Chief Operating Officer, Deputy CEO and Director of Policing Policy and Practice.

A number of structural changes also took place during 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.

The NPIA's organisational chart and Chief Officer Team responsibilities as at 31 March 2010 can be found on the following pages.



**Chief Constable
Peter Neyroud QPM**
Chief Executive
T 020 7147 8222

CEO Directorate

Corporate and Public Affairs

- Home Office Liaison
- Private Office
- Corporate Policy
- Equality, Diversity and Human Rights
- Legal Services
- Marketing and Communications

Strategy

- Research, Analysis and Information
- Strategy
- Policing Portfolio
- Future Work
- National Police Library



**DCC Nick Gargan
Deputy Chief
Executive and Chief
Operating Officer**
T 020 7147 8444

Policing Policy and Practice Directorate

Capability Support

- Capability Support
- Quest
- Practice Improvement
- Criminal Justice

Citizen Focus and Neighbourhood Policing Programme

- Contact Management
- Neighbourhood Policing
- Citizen Focus
- Strategic Operations

Schengen Information System II Programme

Planning, Performance and Delivery

- Transformation
- Planning
- Project Management and Standards
- Performance Inspection and Improvement



Chief People Officer
Angela O'Connor
 T 020 7147 8250

People and Development Directorate

Learning and Leadership

- Learning Programmes
- Leadership Development
- International Academy
- Proceeds of Crime
- National College of Police Leadership

People Strategy and Organisational Development

- Workforce Strategy
- Examinations and Assessment
- Workforce Modernisation



Chief Information Officer
Richard Earland
 T 020 7147 8333

Information Communications Technology and Science Directorate

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



Tom McArthur
 T 020 7147 8350

Operations Directorate

Specialist Operational Support

- Crime Operational Support
- Uniform Operational Support
- Specialist Operations Centre
- Central Witness Bureau
- National Injuries Database

Crime Analysis Unit

- Serious Crime Analysis Section
- Missing Persons Bureau

Police National Computer

Technology Product Management Unit

- Holmes 2
- Airwave
- ANPR
- J Track
- Impact Nominal Index (INI)
- Case and Custody
- Automotive and Equipment Section
- Driver Offender Registration Scheme
- ViSOR



Dr David Horne
 T 020 7147 8400

Resources Directorate

- Finance
- Human Resources
- Commercial and Procurement
- Property and Service Delivery
- SAP Competency Centre
- Value for Money

The NPIA Board and Register of Members' Interests

Members' Details

Peter Holland CBE DL

Length of term: Sept 2006 - Sept 2009 (extended to September 2010)

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, his 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. In 1995 he was appointed independent member of Hertfordshire Police Authority, and in 1997 was elected Chairman until standing down in 2003.

He is now Chairman of the Ombudsman Service Ltd (TOSL), which operates ombudsman services for telecommunications, energy and surveyors, Chairman of Herts in Trust, a charity working to support lower crime rates in Hertfordshire, and a member of the Board of St John Ambulance Ltd.

Peter Neyroud QPM

Length of term: April 2007 - March 2010 (extended to December 2010)

Chief Executive Officer, NPIA

Now the NPIA's Chief Executive Officer, Peter was previously Chief Constable of Thames Valley Police from 2002 and was also Vice President of ACPO with responsibility for the NPIA and the reform of ACPO.

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 is a widely published author on policing. 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.

Vic Hogg

Length of term: April 2007 - March 2010 (extended to 31 March 2013, but resigned from Board May 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

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 Hugh Orde OBE QPM

Length of term: September 2009 - August 2012

President of ACPO (from September 2009)

Sir Hugh joined the Metropolitan Police Service in 1977 and initially served in Central London. On promotion to Sergeant he moved to Brixton, followed by further promotion to Inspector after which he held a number of posts in South and South East London. He was appointed to the post of Chief Constable of the Police Service of Northern Ireland in 2002. In April 2009, Sir Hugh was elected as President of the Association of Chief Police Officers, taking up this new role in September 2009.

He was awarded the OBE in the New Year Honours List 2001 for services to policing. Sir Hugh received a Knighthood in the Birthday Honours List in 2005.

Gillian Parker QPM

Length of term: April 2007 - March 2010

ACPO member

Gillian was appointed Chief Constable of Bedfordshire Police in July 2005.

Before becoming Assistant Chief Constable of Suffolk Constabulary, Gillian served in Leicestershire Constabulary from 1980 in a variety of roles, rising to the rank of Superintendent. In October 2000 she was appointed 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.

Sir Ken Jones QPM

Length of term: April 2007-June 2009

ACPO member

President of ACPO (to August 2009)

Sir Ken is from Wales and originally trained as an engineer before joining the police service in South Yorkshire.

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 major or critical incidents, 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.

Tim Godwin QPM OBE

Length of term: September 2009 - August 2012

Deputy Commissioner, Metropolitan Police Service

Tim joined Sussex Police in 1981, and was appointed as Commander (Crime) in the Metropolitan Police Service in 1999. He was promoted to Deputy Assistant Commissioner in 2001 and Assistant Commissioner (Territorial Policing) in January 2003. He is the ACPO lead for Criminal Justice and also the chair of the London Criminal Justice Board. He is also the ACPO lead for mobile phone crime.

On 16 July 2009, Tim was appointed Deputy Commissioner of the Metropolitan Police Service.

Tim has a BA(Hons) in Public Sector Police Studies, and a Diploma in Applied Criminology from Cambridge University.

He was awarded the OBE in the Queen's New Years Honours List 2003 and the Queen's Police Medal in the New Year's Honour's list 2009.

Sir Paul Stephenson QPM

Length of term: April 2007 - August 2009

Commissioner, Metropolitan Police Service

Sir Paul joined 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 and in 1999 he was appointed Deputy Chief Constable with Lancashire Constabulary.

He became the Chief Constable of Lancashire Constabulary in 2002 and in 2005 Sir Paul took up the post of Deputy Commissioner of the Metropolitan Police Service. He 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 - August 2009

APA member

Philip was Vice Chair of Warwickshire Police Authority, which he joined as an Independent Member in 2003. He was also Vice Chairman of the Association of Police Authorities 2007/08.

Cllr. Rob Garnham

Length of term: December 2009 - March 2013

Chairman of the APA (from September 2009)

Rob was elected as Chair of the Association of Police Authorities in September 2009, having been a member of the APA Board since 2008. Rob has been a councillor member of Gloucestershire Police Authority since 1997, and its Chair since 2007.

Rob's early career was as a Radio Officer in the Merchant Navy before he left to work for Government Communications Headquarters (GCHQ). After 21 years at GCHQ Rob left to concentrate on local politics and policing issues, and to establish his own business.

Cllr. Mark Burns-Williamson

Length of term: April 2007 - March 2010 (extended to March 2013)

Deputy Chair of APA

Mark was elected Deputy Chair of the APA in September 2009 and has been Chair of the West Yorkshire Police Authority since June 2003, having been a member of the Authority since 1999.

In June 2004 Mark was appointed to the National Executive Committee of the Association of Police Authorities, where he has taken the lead on Neighbourhood Policing and joint working with the Local Government Association (LGA). He is also a member of the Safer Communities Board, which is also part of the LGA structure.

Alan Edwards

Length of term: July 2009 - June 2012

Independent Board member

Alan has wide experience of working with government organisations to transform service delivery, improve performance and strengthen financial management. Until May 2010, he was Chair of the Royal Wolverhampton NHS Trust. Alan is an experienced management consultant having previously been a consulting partner at PriceWaterhouseCoopers, KPMG and IBM. He trained as an accountant in local government and is an active member of the Chartered Institute of Public Finance and Accountancy, being a member of their elected council and chair of their IT panel.

Chris Hughes CBE

Length of term: April 2007 - March 2010 (extended to March 2012)

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. 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 was awarded the CBE in 2005 for services to education and training.

David Marshall

Length of term: April 2008 - April 2011

Independent Board member

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

David is a qualified accountant (Fellow Chartered Management Accountant), and has extensive business experience in senior finance and HR roles. He has held a number of directorships in both the public and private sectors. Currently, alongside his membership of the NPIA Board and Chairmanship of the Resources Committee, 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.

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 for this period:

Peter Holland CBE DL

Chairman, NPIA Board

- Chairman – The Ombudsman Service Ltd (TOSL)
- Chairman – Herts in Trust
- Chairman – Firebuy Ltd (from 16 December 2009)
- Board Member – St John Ambulance Ltd
- Member – National Policing Improvement Agency Board

Peter Neyroud QPM

Chief Executive Officer, NPIA

- Chairman – Advisory Board for the Evidence Based Crime Center at George Mason University, Washington DC
- Fellow – Royal Society of Arts
- Visiting Fellow – Nuffield College, Oxford (2008-12)
- General Editor – the Oxford Journal of Policing (paid at £2,000 pa)
- Member – Sentencing Guidelines Council (until March 2010)
- Member – Parole Board Review Committee (public appointment with no reimbursement)
- Member – Institute of Directors
- Member – Association of Chief Police Officers
- Member – National Policing Improvement Agency Board

Vic Hogg

Home Office member

- Deputy Director General – Home Office Crime and Policing Group
- Member – National Policing Improvement Agency Board

Sir Hugh Orde OBE QPM

ACPO President (from September 2009)

- President – Association of Chief Police Officers
- Visiting Professor – Ulster University (2010 - 2014)
- Member – Police Executive Research Forum Board
- Member – Committee of Management Police Mutual Assurance Society
- Member – National Policing Improvement Agency Board

Gillian Parker QPM

ACPO member

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

Sir Ken Jones QPM

- Member – International Association of Chiefs of Police
- Member – Association of Chief Police Officers
- Member – National Policing Improvement Agency Board

Tim Godwin

Deputy Commissioner Metropolitan Police Service

- Chair – London Criminal Justice Partnership
- Trustee – The Metropolitan Police Commissioner's Fund
- Trustee – The Metropolitan Police Sports Fund
- Member – Association of Chief Police Officers
- Member – National Policing Improvement Agency Board

Sir Paul Stephenson QPM

Commissioner – Metropolitan Police Service

- Patron – Westway Development Trust
- Trustee – Metropolitan Police Commissioner's Fund
- Trustee – Metropolitan Police Museum Trust
- Trustee – Metropolitan Police Sports Fund
- Trustee – Safer London Foundation
- Trustee – Police Dependants Trust
- Trustee – National Police Fund
- Member – Association of Chief Police Officers
- Member – National Policing Improvement Agency Board

Phil Blundell

APA member

- Vice President – Warwickshire Police Authority
- Vice Chair – Association of Police Authorities
- Member – National Policing Improvement Agency Board

Cllr Rob Garnham

Chairman APA

- Governor – Belmont School, Cheltenham
- Director – Mediation in Planning Ltd
- Councillor – Cheltenham Borough Council
- Councillor – Gloucestershire County Council
- Accredited Independent Assessor - Office of the Commissioner for Public Appointments.
- Independent Assessor – NHS Appointments Commission
- Senior Invigilator and Senior Assessor – National Policing Improvement Agency
- Member – Association of Police Authorities Board
- Member – Gloucestershire Police Authority
- Cheltenham Borough Council - Civic Pride Advisory Board
- Member – Board of Governors, Gloucestershire College
- Public Member – Gloucestershire Hospitals NHS Trust
- Public Member – Gloucestershire “2gether NHS Foundation Trust” (formally known as the Partnership Trust)
- Honorary Vice President – Cheltenham YMCA
- Member – Royal National Lifeboat Institution
- Member – National Trust
- Member – Conservative Party
- Member – Public and Commercial Services Trade Union
- Member – National Policing Improvement Agency Board

CLlr Mark Burns-Williamson

Deputy Chair of APA

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

Alan Edwards

Independent Board member

- Chair – Royal Wolverhampton Hospitals NHS Trust
- Chair – Consultants BlackBook Limited
- Director – 43Consultancy Limited
- Advisory Board Member – Fynamore Management Consultancy
- Associate – KMPG LLP
- Associate – Centre for Public Service Partnerships
- Business Partner – Finegreen Recruitment
- Member – National Policing Improvement Agency Board

Chris Hughes CBE

Independent Board member

- Chair – Learning and Skills Network
- Chair – Northern Council for Further Education awarding body
- Chair – Signature (awarding body)
- Trustee – National Extension College
- Specialist adviser – Select Committee on Innovation Universities Science and Skills
- Adviser – Royal Anniversary Trust
- Member – National Policing Improvement Agency Board

David Marshall

Independent Board member

- Director – AM Consulting
- Chairman – Inspire Learning Ltd
- Chairman – Inspire Leadership
- Fellow – Centre for Leadership Studies, University of Exeter
- Independent Member – Audit Committee of Learning & Skills Network
- Associate – t-three Consulting
- Associate – Kiddy & Partners
- Member – National Policing Improvement Agency Board

Chief Constable Peter Neyroud QPM

Chief Executive and Accounting Officer,
National Policing Improvement Agency
8 July 2010

Accounting Matters

Statement of the Accounting Officer's Responsibilities

Under paragraphs 28 and 36 of Schedule 1 to the Police and Justice Act 2006, the Secretary of State for the Home Department, with the consent of the Treasury has directed NPIA to prepare for each financial a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the NPIA and of its net expenditure, changes in taxpayer equity 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 as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis.

The Secretary of State for the Home Department has designated the Chief Executive as Accounting Officer of the NPIA. The responsibilities of an Accounting Officer, including responsibility 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
8 July 2010

Statement on Internal Control

1. Scope of responsibility

As Accounting Officer, 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 agency 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 agreed with the Home Office, which is available on request from the NPIA's headquarters.

Throughout 2009/10, I reported regularly to the NPIA Board on a variety of matters including progress in identifying and managing risk, and progress in delivering the NPIA's objects. Effective communication of risk and other issues between the NPIA and the Home Office is ensured by the inclusion on the Board and Audit and Risk sub-committee of a senior representative of the Home Office sponsor unit. Significant matters are also discussed personally with the Minister of State for Policing, Crime and Counter-Terrorism.

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.

The system of Internal Control was in place for the NPIA for the year ended 31 March 2010, and the period up to the date of approval of the Annual Report and Accounts, and accords with Treasury Guidance.

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 NPIA Risk Management Policy are discharged. Chief Officers, in their individual capacity as Directors, ensure that within their own directorates risk management structures and processes are in place, including risk registers, and risk review and escalation processes.

Risk awareness has been raised at directorate Senior Management Team meetings by the Risk Improvement Manager, who also provides advice and guidance on risk management to business units and project managers where appropriate. Guidance on risk management is available on the Intranet, and is also included in the agency's Project Management Framework, an online toolkit of information that was launched in January 2010. 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. Pre-selected business areas of the NPIA were re-issued the ISO9001 certification, which includes a consideration of risk management processes, for a further three year period in May 2009. This is subject to regular six month surveillance visits by the Lloyd's Register Quality Assurance (LRQA), the first of which we passed in December 2009.

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 NPIA 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 NPIA Board and Accounting Officer are supported in decision making and in discharging their accountability obligations (particularly in respect of Financial Reporting).

The NPIA Operating Board, which meets monthly and includes Chief Officer Team members, has risk as a standing agenda item. The Operating Board monitors progress in managing corporate risks, considers any new risks arising or changes in risk levels, and confirms that corporate risks can be closed, escalated, or de-escalated as appropriate.

Corporate risks are escalated from directorates or identified by COT members. Each Corporate risk is owned by a Chief Officer Team member, who provides an update on progress against action identified to facilitate quarterly reporting to the Audit and Risk Committee and monthly reporting to the NPIA Operating Board. Directorates and Business Units identify risks to their business objectives and assess these in terms of probability and impact to determine action to be taken.

Risks are identified and recorded in risk registers at corporate, directorate and business unit level depending on the potential impact and likelihood. Risk and action owners are identified. Risks are also identified for all key business programmes and projects, and recorded and monitored in accordance with project management methodology. Risk management at directorate and unit levels has been variable during the year but action has been taken where necessary to address gaps and ensure that risk management is consistently and appropriately undertaken. Project risks are identified by project managers, and are managed according to PRINCE2 methodology.

A process for the escalation of new and emerging risks has been implemented and is included in the NPIA's Risk Management Policy and Implementation Guidance. This also includes clear delineation between the characteristics of corporate, directorate, and local (project, programme, or unit) risks.

Criteria for risk appetite have been included in the NPIA Risk Management Policy and the Implementation Guidance. Risks associated with the implementation of the Business Plan and Directorate Plans are assessed in relation to risk appetite. In addition, risks arising during the year are reviewed to determine whether action taken is acceptable, is in line with risk appetite, and is working, or if additional intervention is necessary.

A framework of reports and meetings is in place to consider performance in support of the agency's objects, progress towards achieving directorates' objectives and the monitoring of capital and resource spend.

The NPIA continues to review and improve its Information Assurance strategies and policies. It has in place mechanisms to raise awareness of information security risks and ensure they are considered in the management of live services and within projects and programmes. Using HMG standards, the NPIA regularly undertakes reviews of national and internal systems to test for information assurance

compliance. The NPIA achieved compliance with Level 1 of the HMG Information Assurance Maturity model and is working towards compliance with Level 2. All NPIA staff have undertaken training in the handling of personal data through the e-learning module 'Protecting Information - Level 1'.

As part as the annual risk assessment process Information Asset Owners (IAO) within the NPIA are required to provide an Annual Written Judgement to the Senior Information Risk Owner. This is a statement on the security and use of the Information Assets under their ownership. IAOs are responsible for the management of the risks associated with their asset(s) and are required to provide a Quarterly Risk Assessment on their assets. Those risk assessments are then independently calibrated by a group of IA professionals within the NPIA and these then form the NPIA Information Assurance Risk Register. The NPIA continues to work with ACPO and police forces to improve Information Risk Management nationally across the police service.

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 within the department 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, the Audit and Risk Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

During the year the Finance Improvement Plan and Transformation programme have been implemented with the appointment of a new Head of Finance and strengthening of the senior finance team. A Financial Improvement Action Plan has ensured that the remaining actions are taken forward, management reporting is now timely and accurate and financial risks are being included in the corporate risk register.

Taking these improvements into account, together with the control issues documented below, I am able to provide MODERATE assurance regarding the internal control system of the NPIA.

6. Significant internal control problems

Action plans have been implemented to address weaknesses reported in the NPIA's Statement on Internal Control for 2008/09 improving controls in SAP, Budgeting and Forecasting, and procedures to maintain the integrity and security of NPIA information held by third parties. A Financial Improvement Action Plan has ensured that actions are taken forward while management reporting is now timely and accurate and financial risks are being included in the corporate risk register.

An Internal Audit during 2009/10 highlighted internal control weaknesses in processes for validating Value for Money savings. There was a lack of awareness in business areas of targets reported and the need to meet these while inadequate supporting documentation and monitoring processes meant that targets made and reported in 2008/09 could not be validated. All recommended actions have been implemented in order to ensure Value for Money savings are adequately tracked and validated.

Chief Constable Peter Neyroud QPM
Chief Executive and Accounting Officer,
National Policing Improvement Agency
8 July 2010

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:

- Peter Holland (Chairman of NPIA Board)
- David Marshall (Independent Board Member and Chairman of the Resources Committee)
- Chris Hughes (Independent Board Member and Chairman of the Audit and Risk Committee)
- Alan Edwards (Independent Board Member)

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. The Chairman and Chief Executive Officer's contracts have been extended as set out on the next page.

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

Appointment of Board Members and Directors

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

	Date Appointed	Term Ends	Fee £'000
Independent Members			
Alan Edwards	01 July 2009	30 June 2012	20
Chris Hughes	01 April 2007	31 March 2012	20
David Marshall	21 April 2008	01 April 2011	20
Peter Holland (Chairman)	01 April 2007	30 September 2010	Please see tables overleaf
ACPO			
Sir Hugh Orde OBE QPM	01 September 2009	31 August 2012	No remuneration
Gillian Parker QPM	01 April 2007	31 March 2010	No remuneration
Sir Ken Jones QPM	01 April 2007	30 June 2009	No remuneration
Metropolitan Police Service			
Tim Godwin OBE QPM	01 September 2009	31 August 2012	No remuneration
Sir Paul Stephenson QPM	01 April 2007	31 August 2009	No remuneration
APA			
Phillip Blundell	01 December 2007	01 August 2009	No remuneration
Rob Garnham	01 December 2009	31 March 2013	No remuneration
Mark Burns-Williamson	01 April 2007	31 March 2013	No remuneration
Home Office			
Vic Hogg*	01 April 2007	31 May 2010	No remuneration
Executive Members			
Peter Neyroud QPM (Chief Executive)	01 April 2007	31 December 2010	Please see tables overleaf

* Extended to 31 March 2013, but resigned from Board May 2010

Salaries and emoluments of the Chairman of the NPIA Board (Audited)

Name with date appointed	Salary and Allowances 2009/10 (full year equivalent)	Benefits in kind 2009/10	Salary and Allowances 2008/09 (full year equivalent)	Benefits in kind 2008/09	Pension scheme (PCSPS or as shown)
	£'000	£	£'000	£	
Peter Holland (1 April 2007)	80-25 (120-125)	3,400	95-100 (120-125)	-	BBA to Premium

The Chairman's benefits in kind refer to an annual travel card. The Chairman changed his part time hours from four days per week to three days per week with effect from 11 September 2009. This resulted in his earnings for the year to 31 March 2010 being lower than for the previous year.

Pension entitlements of the Chairman of the NPIA Board (Audited)

Name with date appointed	Real increase in pension	Real increase in lump sum	Total Accrued Pension at pension age at 31/3/10	Total Lump Sum at pension age at 31/3/10	CETV at 01/4/09	CETV at 31/3/10	Real increase in CETV	Pension scheme (PCSPS or as shown)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	0-2.5	-	5-10	-	97	125	22	BBA to Premium

Salaries and emoluments of the Senior Management Team (Audited)

Name with date appointed	Salary and Allowances 2009/10 (full year equivalent)	Benefits in kind 2009/10	Salary and Allowances 2008/09 (full year equivalent)	Benefits in kind 2008/09	Pension scheme (PCSPS or as shown)
	£'000	£	£'000	£	
Peter Neyroud QPM Chief Executive Officer	175-180	12,517	190-195	14,331	NPIA Police Scheme
Jim Barker –McCardle QPM* Deputy Chief Executive and Chief Operating Officer (until 7 September 2009)	70-75 (145-150)	-	160-165	-	NPIA Police Scheme
Steve Mortimore** Interim Deputy Chief Executive and Chief Operating Officer (Sep 09 to Jan 10)	45-50 (135-140)	-	-	-	Police Scheme (Force)
Nick Gargan Deputy Chief Executive and Chief Operating Officer (joined 4 January 2010)	35-40 (140-145)	-	-	-	NPIA Police Scheme
Dr David Horne Director of Resources	125-130	-	15-20 (125-130)	-	Nuvos
Tom McArthur Director of Operations	120-125	-	115-120	-	Premium
Angela O'Connor Chief People Officer	135-140	-	140-145	-	Classic
Richard Earland Chief Information Officer	150-155	-	155-160	-	Premium

* The Deputy Chief Executive Officer, Jim Barker-McCardle, left the NPIA on 7 September 2009.

** The role of Deputy Chief Executive Officer was filled by Steve Mortimore, a seconded officer, from 8 September 2009 to 3 January 2010. The NPIA is not responsible for his pension as he is a member of his force police pension scheme.

In 2009/10 the Chief Executive Officer and Deputy Chief Executive Officer had use of London accommodation as part of their role, the costs of which amounted to £23,200 and £6,300 respectively (2008/09: £23,200 and £22,900). The former Deputy Chief Executive Officer and the interim Deputy Chief Executive Officer also had use of London accommodation in 2009/10, the costs of which amounted to £9,800 and £8,500 respectively. These costs are not taxable benefits.

There have been no payments for compensation on early retirement or loss of office to the senior Management Team in 2009/10. (2008/09: £64,000)

Pension entitlements of the Senior Management Team (Audited)

Name with date Appointed	Real increase in pension	Real increase in lump sum	Total Accrued Pension at pension age at 31/3/10	Total Lump Sum at pension age at 31/3/10	CETV at 01/4/09 (See below)	CETV at 31/3/10	Real increase in CETV	Pension scheme (PCSPS or as shown)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Peter Neyroud QPM Chief Executive Officer	(12.5-15)	(82.5-85)	80-85	515-520	2,972	2,770	(200)	NPIA Police Scheme
Jim Barker –McCardle QPM* Deputy Chief Executive and Chief Operating Officer (until 7 September 2009)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NPIA Police Scheme
Nick Gargan Deputy Chief Executive and Chief Operating Officer (joined 4 January 2010)	-	-	65-70	425-430	-	888	N/A	NPIA Police Scheme
Dr David Horne Director of Resources	2.5-5	-	0-5	-	3	38	31	Nuvos
Tom McArthur Director of Operations	2.5-5	-	15-20	-	294	381	69	Premium
Angela O'Connor Chief People Officer	2.5-5	7.5-10	40-45	120-125	633	732	57	Classic
Richard Earland Chief Information Officer	2.5-5	-	35-40	-	566	664	63	Premium

* The Deputy Chief Executive Officer, Jim Barker-McCardle, left the NPIA on 7 September 2009. His pension was transferred to Essex Police and is not shown above.

During the year, the income on which Chief Constable Peter Neyroud's pension had been calculated was reassessed, which resulted in repayment of amounts which had been deducted and a reduction in his pension, lump sum and CETV.

Salary and allowances

Salary includes gross salary, performance pay or bonuses, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, private office allowances and any other allowances to the extent that it was subject to UK taxation. Bonuses for the Chief Executive Officer and Deputy Chief Executive Officer are based on performance levels attained and are made as part of the appraisal process. They relate to performance in the previous year, therefore, bonuses paid in 2009/10 were based on 2008/09 performance and bonuses paid in 2008/09 were based on 2007/08 performance. Bonuses were paid to three members of the Chief Officer team, details of senior officers bonus payments are set out and agreed at the remuneration committee and are based on the Home Office's Senior Civil Service annual pay award. Both the Chief Executive Officer and the then Deputy Chief Executive Officer declined their bonus in 2009/10.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the NPIA and is treated by HM Revenue and Customs as a taxable emolument. The Chief Executive Officer had the use of a motor vehicle and driver, on which the NPIA met the cost of the tax liability. Both the Chief Executive Officer and Deputy Chief Executive Officer had the use of London accommodation, which is not taxable and is reported at the base of the remuneration table.

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 up-rated 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.

Seconded Police Officer Pensions

Seconded police officers are members of the pension schemes managed by the relevant police 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 Principal Civil Service Pension Scheme. As part of these schemes, 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 Department (GAD) to value the scheme liabilities as at 31 March 2010.

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;
- In Classic plus, the lump sum for service up to 30 September 2002 will always give a negative value;
- The pension factors for the over 60s that decrease the value of the pension that could have been taken at 60;
- Errors in the assessment of pensionable salary that result in refunds of contributions.

Chief Constable Peter Neyroud QPM

Chief Executive and Accounting Officer,
National Policing Improvement Agency
8 July 2010

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 for the year ended 31 March 2010 under the Police and Justice Act 2006. These comprise the Net Expenditure Account, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity 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 the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the Financial Statements and for being satisfied that they give a true and fair view. My responsibility is to audit the Financial Statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the Financial Statements sufficient to give reasonable assurance that the Financial Statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the National Policing Improvement Agency's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the National Policing Improvement Agency; and the overall presentation of the Financial Statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the Financial Statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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.

Opinion on financial statements

In my opinion:

- the Financial Statements give a true and fair view of the state of the National Policing Improvement Agency affairs as at 31 March 2010 and of its net expenditure, changes in taxpayers' equity and cash flows for the year then ended; and
- the Financial Statements have been properly prepared in accordance with the Police and Justice Act 2006 and directions issued thereunder by the Secretary of State.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with directions made by the Secretary of State under the Police and Justice Act 2006; and
- the information given in the Management Commentary, included within the Annual Report, for the financial year for which the Financial Statements are prepared is consistent with the Financial Statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have audited the financial statements which are prepared on a going concern basis. The financial statements note that on 29 June 2010, the Home Secretary announced a review into the role and remit of NPIA. Notwithstanding this announcement, I am content that the basis of preparation remains appropriate and that the evidence available to me at the date of this report does not indicate that there is a material uncertainty which may cast doubt upon NPIA's ability to continue as a going concern.

Amyas C E Morse
 Comptroller and Auditor General
 National Audit Office
 157-197 Buckingham Palace Road
 Victoria
 London SW1W 9SP
 16 July 2010

The Statement of Accounts

Net Expenditure Account for year ended 31 March 2010

		2009/10	2008/09
	Note	£'000	£'000
Expenditure			
Staff costs	4	119,097	101,360
Depreciation, Amortisation and other Asset Costs	5	50,302	28,574
Other Expenditure	5	395,051	461,551
		564,450	591,485
Income			
Income from activities	6	(107,180)	(108,825)
Other Income		(2)	(2)
		(107,182)	(108,827)
Net expenditure after Cost of Capital and Interest		457,268	482,658
Cost of Capital Reversal	5	(9,692)	(7,781)
Interest payable to CFER	6	18	2,208
Net expenditure		447,594	477,085

The NPIA was funded in the financial year 2009/10 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 £554.73 million (2008/09 £576.81 million).

All income and expenditure was derived from continuing operations.

The accounting policies and notes on pages 70 to 97 form part of these accounts.

Statement of Financial Position

		31 March 2010	31 March 2009	1 April 2008
	Note	£'000	£'000	£'000
Non-current assets				
Property, plant and equipment	7	300,702	290,347	240,443
Intangible assets	8	96,362	29,979	10,797
Financial assets	9	393	377	362
Total non-current assets		397,457	320,703	251,602
Current assets				
Assets classified as held for sale	11	-	3,100	3,100
Trade and other receivables	12	25,014	34,850	35,459
Cash and cash equivalents	13	7,010	5,245	42,254
Total current assets		30,024	43,195	80,813
Total assets		429,481	363,898	332,415
Current liabilities				
Trade and other payables	14	(96,575)	(74,345)	(101,728)
Non-current assets less net current assets/liabilities		332,906	289,553	230,687
Non-current liabilities				
Provisions	15	(16,207)	(11,573)	(12,608)
Pension liabilities	23	(8,131)	(5,178)	(5,285)
Other payables	14	(15,300)	(17,000)	(18,700)
Total non-current liabilities		(39,638)	(33,751)	(36,593)
Assets less liabilities		293,268	255,802	194,094
Reserves				
Pension fund reserve		(8,131)	(5,178)	(5,285)
Trust funds		434	422	404
Donated asset reserve		1,845	2,072	2,085
Revaluation reserve		18,323	11,210	10,773
General reserve		280,797	247,276	186,117
Total		293,268	255,802	194,094

The accounting policies and notes on pages 70 to 97 form part of these accounts.

Chief Constable Peter Neyroud QPM

Chief Executive and Accounting Officer,
National Policing Improvement Agency
8 July 2010

Statement of Cash Flows for year ended 31 March 2010

		2009/10	2008/09
	Note	£'000	£'000
Cash flows from operating activities			
Net Expenditure		(447,594)	(477,085)
Adjustments for:			
Depreciation	5	29,963	24,887
Amortisation	5	2,265	1,857
Impairment & Asset write Off	5	19,536	508
Indexation	5	24	893
IAS 19 Pension Revaluation	4	2,953	521
(Profit) / Loss on Disposal of Fixed Assets	5	(1,486)	429
Provisions provided in Year	15	8,598	1,496
Decrease in trade and other receivables		9,836	609
Increase/(Decrease) in trade payables		20,530	(29,083)
less movements in payables relating to items not passing through the Net Expenditure account		(20,505)	(13,935)
Use of provisions	15	(3,964)	(2,531)
Net cash outflow from operating activities		(379,844)	(491,434)
Cash flows from investing activities			
Purchase of property, plant and equipment		(39,794)	(58,988)
Purchase of intangible assets		(60,212)	(21,594)
Proceeds of disposal of property, plant and equipment		4,615	7
Net cash outflow from investing activities		(95,391)	(80,575)
Cash flows from financing activities			
Grants from parent department		477,000	535,000
Net increase/(decrease) in cash and cash equivalents in the period		1,765	(37,009)
Cash and cash equivalents at the beginning of the period	13	5,245	42,254
Cash and cash equivalents at the end of the period	13	7,010	5,245
Increase / (Decrease) in cash		1,765	(37,009)

The accounting policies and notes on pages 70 to 97 form part of these accounts.

Statement of Changes in Taxpayer Equity for year ending 31 March 2010

	Note	Donated Assets Reserve £'000	Trust £'000	Pension Fund Reserve £'000	Revaluation Reserve £'000	General Reserve £'000	Total Reserves £'000
Balance at 31 March 2008		2,085	404	(5,285)	10,773	184,454	192,431
Changes in accounting policy	2	-	-	-	-	1,663	1,663
Restated balance at 1 April 2008		2,085	404	(5,285)	10,773	186,117	194,094

Changes in taxpayer's equity 2008/09

Net gain/(loss) on revaluation of property, plant and equipment		(13)	-	-	3,160	-	3,147
Transfers between reserves		-	-	(521)	(2,723)	3,244	-
Retained Surplus/Deficit		-	18	628	-	-	646
Total recognised Income and expense for 2008/09		-	-	-	-	(477,085)	(477,085)
Grant from Parent Department							
– Resource		-	-	-	-	440,483	440,483
– Capital		-	-	-	-	94,517	94,517
Balance at 31 March 2009		2,072	422	(5,178)	11,210	247,276	255,802
Changes in accounting policy	2	-	-	-	-	-	-
Restated balance at 1 April 2009		2,072	422	(5,178)	11,210	247,276	255,802

Changes in taxpayer's equity 2009/10

Net gain/(loss) on revaluation of property, plant and equipment		-	-	-	8,046	-	8,046
Transfers between reserves		(227)	2	(2,953)	(933)	4,111	-
Retained Surplus/Deficit		-	14	-	-	-	14
Total recognised Income and expense for 2009/10		-	(4)	-	-	(447,590)	(447,594)
Grant from Parent Department							
– Resource		-	-	-	-	356,489	356,489
– Capital		-	-	-	-	120,511	120,511
Balance at 31 March 2010		1,845	434	(8,131)	18,323	280,797	293,268

The accounting policies and notes on pages 70 to 97 form part of these accounts.

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 Section 36, Schedule 1 of the Police and Justice Act 2006.

The accounts meet:

- the accounting and disclosure requirements of the Companies Act 2006 to the extent that such requirements are appropriate to the NPIA and are in line with the requirements of the accounts direction.
- standards issued and adopted by the Accounting Standards Board.
- the 2009/10 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the NPIA for the purpose of giving a true and fair view has been selected. The particular policies adopted by the NPIA are described below. They have been applied consistently in dealing with items that are considered material to the accounts.
- the requirements of the accounts direction and the financial memorandum.

Accounts for the Police Training Authority Trust have been consolidated 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, from a top slice of the total funds available for policing including grants to police authorities. The grants received are used to finance expenditure that support 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. Other grants such as European Union Grants are received from time to time and are recorded as Funding within Income.

c) Recognition of income

The NPIA recognises income, net of VAT, on an accruals basis at the transaction amount or the amount that 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) Property, plant and equipment

Non current assets are carried on the statement of financial position at fair value. They are defined as assets where it is probable that an associated future economic benefit will flow to the NPIA and the cost can be reliably measured. These are acquired, or constructed, with the intention of being used on a continuous basis for a period of more than one year. The original purchase cost is equal to or more than £5,000, or within a group of similar assets which are valued at more than £5,000.

e) Property assets

Fair value of properties is established through a rolling programme of valuations, conducted by valuers using the Royal Institution of Chartered Surveyors (RICS) 'Red Book'.

f) Non property assets

The NPIA has adopted a depreciated historical cost basis as a proxy for fair value where the assets have short useful lives or low value (or both). For assets not covered by that definition, i.e. Communications Assets, fair value will be calculated by using appropriate indices. The appropriate useful lives of the assets are reviewed annually.

g) Donated assets

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 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 market price.

h) Heritage assets

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations.

Their value is unlikely to be fully reflected in a financial value derived from a market mechanism or price. They are irreplaceable and their value may increase over time even if their physical condition deteriorates, their life may be measured in hundreds of years and they may require significant maintenance. Many of the Donated Assets would be seen as Non Operational Heritage Assets. Operational Heritage Assets that are buildings are valued in the same way as Property Assets.

i) Depreciation

Depreciation is provided on Non Current assets on a straight-line basis to write-off the cost or valuation evenly over the asset's anticipated useful 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	7 Years
Communications Network	14 Years
Office Equipment	5 Years
Furniture and Fittings	10 Years

The depreciation method and the useful lives are reviewed annually.

j) Assets held for sale

Assets held for sale are measured at the lower of carrying amount and fair value less costs to sell and are not depreciated.

k) Intangible assets

Intangible assets are defined as identifiable non-monetary assets without physical substance, examples will include application software but operating software that forms an integral part of the related hardware is handled as tangible. Web development and internally developed software include development costs.

l) Impairments

The NPIA carries out an impairment review of its tangible and definite life intangible assets when a change in circumstances or situation indicates that those assets may have suffered an impairment loss. There are currently no Intangible assets with indefinite useful lives. The objective is to ensure that assets are carried for no more than their recoverable value

m) Investments

Financial Investments, held in the accounts of the Police Training Authority Trust , are in the form of 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. There were no acquisitions or disposals of investments during the year.

n) Inventories

There are no material inventories held by the NPIA.

o) Leases

All leases are evaluated at inception to determine whether they are a Finance Lease or an Operating Lease. Traditionally the NPIA would not be permitted Finance Leases as this would constitute borrowing, however, before the adoption of IFRS all leases were evaluated to ensure the nature of each lease. These were seen to be Operating Leases. Further, all major contracts were assessed under IFRIC 4 to determine whether an arrangement contains a lease. Payments made under operating leases are charged to the net expenditure account on a straight-line basis; any lease incentives are identified and recognised as part of the net consideration agreed for the contract irrespective of its nature or timing.

p) Service concessions (PPP/PFI)

The NPIA has reviewed all contracts with regard to IFRIC 12 Service Concession Arrangements, as interpreted by the FReM, to ensure the correct treatment. If it is deemed that a contract qualifies under IFRIC 12 then it is reviewed under IFRIC 4 to see if a lease is present, the accounting treatment is then in line with the determined lease type.

q) Value Added Tax (VAT)

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

Police National Computer services are provided on a statutory/monopoly basis, and are therefore deemed to be non-business for VAT purposes. Other services, funded by the Home Office from the Police Grant, are provided to forces on an agency basis and VAT 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.

r) Insurance

The NPIA self-insures for all aspects of insurance, except for vehicle insurance and international travel insurance, which are purchased at market value and accounted for directly to the net expenditure account. The Home Office underwrites the risks associated with the self-insured elements.

s) Provisions

Provision is made for early retirement, redundancy and property costs when any relevant programme is announced and a constructive obligation is created.

t) Research and Development

Research and development costs are written-off in the year of expenditure, with the exception of allowable Development Costs that contribute directly to the value of the asset, which are capitalised.

u) Foreign Currency

The NPIA only holds foreign currency as necessary, the only currency currently held in a bank account is the Euro and only in quantities required in the near future.

v) Capital charge

A charge, reflecting the cost of capital utilised by the NPIA, is included in the Expenditure Account. The charge for the period is calculated using the HM Treasury's discounted rate of 3.5 per cent applied to the mean value of assets and liabilities in the statement of financial position (with liabilities attracting a negative charge) at the start and end of the financial year.

w) Pensions

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. 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 the employer's contribution is determined from time to time by the Government Actuary and advised by HM Treasury. Contributions are charged to the income and expenditure account. Employed Officers are covered by a defined benefit Police Pension Scheme, under the Police Pension Scheme 1987. The NPIA also operates an unfunded pension scheme for the Chairman, this scheme is analogous with the Principal Civil Service Pension Scheme (the BBA scheme).

The NPIA commissioned the Government Actuary's Department to value the Police Pension scheme's and the BBA scheme's liabilities. Full provision for these liabilities are reflected in the statement of financial position.

x) Staff Leave

Under IAS19 – Employee Benefits – all staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any untaken leave as at the year end. The cost of untaken leave is determined using data from electronic leave records.

2. First-time adoption of IFRS

	General Reserve	Revaluation Reserve	Donated Asset Reserve	Pension Reserve
	£'000	£'000	£'000	£'000
Taxpayers' equity at 31 March 2008 under UK GAAP	184,454	10,773	2,085	(5,285)
Adjustments for:				
IAS 19 Holiday Leave Accrual	(767)	-	-	-
IAS 16 Reversal of Indexation on short life assets	2,430	-	-	-
Taxpayers' equity at 31 March 2008 under IFRS	186,117	10,773	2,085	(5,285)
Net Expenditure for 2008/09 under UK GAAP				(474,205)
Adjustments for:				
IAS 19 Holiday Leave Accrual Top up				(149)
IAS 16 Reversal of Indexation on short life assets				(4,111)
IAS 16 Reversal of Indexation on short life assets – prior year adjustment				1,380
Net Expenditure for 2008/09 under IFRS				(477,085)

3. Analysis of Net Expenditure by Segment

	2009/10	2008/09
Net Expenditure by Directorate	£'000	£'000
Resource (DEL)		
Chief Executive Office	11,231	3,223
Policing Policy and Practice	16,065	41,104
Information Communications Technology and Science (ICTS)	58,063	243,556
People and Development	24,090	23,912
Operations	231,538	28,856
Resources	43,647	40,179
Corporate	14,390	10,974
Total	399,024	391,804
Buildings Impairment	20,248	-
(Charged to Annually Managed Expenditure)	20,248	-
Capital (DEL)		
Policing Policy and Practice	21,565	6,007
Information Communications Technology and Science (ICTS)	77,195	118,659
People and Development	6,860	2,048
Operations	18,278	10,311
Resources	33,410	29,749
Corporate	(5,113)	8,000
Total	152,195	174,774

A brief description of the work carried out in each of the directorates can be found on page 42 of the Management Commentary

The main changes between 2008/09 and 2009/10 were:

Chief Executive Office – This was a new directorate which included units transferred from Policing Policy and Practice.

Resources – Increase in Conservation provision (Resource) and accelerated capital works bought forward from 2010/11 at Government request.

People and Development – Capital expenditure on National Centre for Applied Learning Technologies (NCALT) and investigative training equipment.

Policing Policy and Practice – IMPACT programme moved to ICTS affects both Resource and capital. SIS II programme moves from procurement to development phase.

ICTS – Airwave contract moved to Operations and reduced Mobile Information Grants.

Operations – PNC Servers upgraded (capital).

Corporate – Increased Depreciation and Cost of Capital charges. The Tasers bought in 2008/09 were reported here as is the receipt for the sale of Ashford in 2009/10.

4. Staff numbers and related running costs

				2009/10	2008/09
				£'000	£'000
Staff costs comprise:	Permanent	Secondees	Temporary/Casual	Total	Total
Wages and salaries	54,287	23,089	23,752	101,128	88,361
Social security costs	4,429	-	-	4,429	3,743
Other pension costs	10,349	-	-	10,349	8,586
Pension Fund Costs	2,953	-	-	2,953	521
Staff Leave Accrual	238	-	-	238	149
Total net costs	72,256	23,089	23,752	119,097	101,360

The majority of NPIA employees are members of the Principal Civil Service Pension Scheme (PCSPS) a multi-employer defined benefit scheme. Employed Police Officers, currently 5 (3 in 2008/09), are members of the Police Pension Scheme. The Chairman is a member of a scheme which is analogous with the PCSPS Scheme. All other Police Officers are seconded and their seconding force remains responsible for their pension benefits. Full details are shown in Note 23. The seconding force is also responsible for the staff leave and so they do not feature in the NPIA's staff leave accrual.

Temporary and Casual staff costs for 2009/10 includes the cost of Associate Tutors, which was shown in Examination and Training Services in Note 5 for 2008/09.

An additional £6,559,250, equivalent to 171 whole-time persons, (2008: £850,000) has been capitalised.

Average number of persons employed

The average number of whole-time equivalent persons employed during the year is as follows. An increase to the permanent headcount was expected through recruitment to replace contractors and temporaries as the Agency stabilised.

			2009/10	2008/09
			Number	Number
	Permanent staff	Others	Total	Total
Directly Employed	1,489	-	1,489	1,258
Seconded in	-	353	353	330
Temporary/Casual	-	424	424	444
Total	1,489	777	2,266	2,032

Temporary and casual headcount includes a whole time equivalent of 61 for Associate Tutors who were not reported here in 2008/09. Of the above 171 whole-time equivalent persons were capitalised.

5. Other Expenditure

	Note	2009/10 £'000	2008/09 £'000
Running Costs			
IT Support & Maintenance		39,466	41,161
Information Technology Equipment		35,932	36,615
Consultancy		12,030	22,519
Maintenance & Equipment		13,636	15,164
Professional programme & Technical Services		3,952	12,050
Accommodation costs (including light and heat)		6,040	7,383
Travel/Vehicles costs		7,144	6,555
Professional Fees		2,702	4,977
Examination & Training Services*		-	4,686
Telecommunications		4,353	4,224
Staff and Customer Training		3,888	3,775
Receipts from settlement of claims		(4,571)	-
General Running Costs**		9,297	15,349
Audit Fees		162	155
Rentals under operating leases		5,616	6,297
PFI liability release (Airwave transferrable Assets)		(1,700)	(1,700)
PFI liability imputed interest charge		575	627
PFI service charges	18	216,417	208,355
Grants given***		22,940	65,066
Non-cash items			
Cost of Capital charges		9,692	7,781
Increase in Provisions		7,480	512
Other Expenditure		395,051	461,551
Depreciation		29,963	24,887
Amortisation		2,265	1,857
Profit on disposal of asset		(1,486)	429
Impairment and write offs	10	19,536	508
Indexation		24	893
Total Asset Costs		50,302	28,574
Total		445,353	490,125

During the year the NPIA did not purchase any non-audit services from its auditor, the National Audit Office.

* Examination and Training Services consists of the cost of Examination Tutors and Invigilators, which is within Temporary and Casual Staff costs in Note 4 for 2009/10.

** General Running Costs includes £2.8 million paid on account of tax, penalties and interest for a PAYE investigation.

*** Grants given represents Grants made to Police Forces including £16.5 million for Mobile Information Capital Funding (2008/09 – £55.125 million for Mobile Information Capital Funding, £8 million for Tasers).

6. Income

	2009/10	2008/09
Income Source	£'000	£'000
Income and Funding		
Funding from Police Authorities	27,913	35,881
Funding from Scottish Executive	22,676	20,952
Other Funding	10,732	-
Information Services	27,280	29,511
People and Development Services	16,663	17,331
Other	1,898	2,942
Total Income and Funding	107,162	106,617
Interest Received	18	2,208
Total Income	107,180	108,825

Other funding includes amounts for the use of the Police National Computer by other bodies such as the Serious Organised Crime Agency and Ministry of Justice which were previously treated as funding from Police Authorities in prior years.

6a. 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 IAS 14.

	2009/10			2008/09		
	Cost	Income and Funding	Surplus / (Deficit)	Cost	Income and Funding	Surplus / (Deficit)
	£'000	£'000	£'000	£'000	£'000	£'000
Information Services						
Airwave	227,100	19,647	(207,453)	224,742	17,129	(207,613)
Fingerprint identification (IDENT1)	37,164	14,747	(22,417)	35,664	16,153	(19,161)
Police National Computer (PNC)	25,869	35,535	9,666	28,130	36,735	8,605
Police Science and Forensics	7,611	1,307	(6,304)	9,517	1,337	(8,180)
Project support charges	35,675	14,858	(20,817)	48,312	13,079	(35,233)
Other information services	91,449	2,142	(89,307)	128,581	1,551	(127,030)
Total Information services	424,868	88,236	(336,632)	474,946	86,334	(388,612)
People and Development services						
Exams and Assessments	4,945	1,372	(3,573)	5,427	1,717	(3,710)
Learning and Development Services	16,648	10,050	(6,598)	16,890	9,641	(7,249)
Leadership Development Services	7,345	3,918	(3,427)	6,646	4,180	(2,466)
Other People and Development Services	11,820	1,343	(10,477)	12,290	1,803	(10,487)
Total People and Development services	40,758	16,683	(24,075)	41,253	17,341	(23,912)
Property recharges	29,767	1,008	(28,759)	22,432	2,040	(20,392)
Other	67,634	1,235	(66,399)	52,852	902	(51,950)
Total	563,027	107,162	(455,865)	591,483	106,617	(484,866)

6b Charging policy

The Chief Officer Team has determined that the cost recovery policy of the NPIA will be: 'For services that the NPIA charge for, costs will be recovered on a full cost basis'

This policy is consistent with the 'ACPO/APA Guidance on Charging for Police Service – Paying the Bill 2' and also meets the requirement of 'Managing Public Money'.

In the main, new services are being charged for as they are introduced and the aim is to introduce other changes in time for 2011-12 by using a product by product phased review to agree the balance between Home Office funding and income generation.

- i) **Airwave radio service.** The NPIA pays the core service charge for the Airwave police radio contract, a portion of which is funded by the Scottish Executive and the balance from Home Office grant-in-aid as a part of police grant funding.
- ii) **Fingerprint identification (IDENT).** The original IDENT1 service is funded by the Home Office through grant-in-aid and by the Scottish Executive. The more recent Livescan system costs are fully recovered from the forces and the cost of the UK Visa fingerprint service is paid for by the Home Office.
- iii) **Police National Computer.** The portion funded by the Scottish Executive is calculated using the 'Barnett formula' for public funding. The police forces in England and Wales pay a subscription which is proportional to their Police Grant allocation. Non police users pay a usage related charge.
- iv) **Police science and forensics.** The cost of hosting the national DNA database and developing scientific and forensic analysis methods for the police forces is funded by the NPIA from Home Office grant-in-aid with some income for accrediting those laboratories that send samples for matching.
- v) **Project support charges** includes charges to 27 police forces for 50 per cent of the support and maintenance costs of the Custody & Case Preparation system for which 100 per cent will be charged in 2010/11. All police authorities fund the Automatic Number Plate Recognition (ANPR) as an element of their PNC subscription and other developing projects are either directly or indirectly funded. The Department for Transport is paying for the development of CRASH (Collision Recording And Sharing) system and the Home Office funds the Police National Chemical, Biological, Radiological and Nuclear Centre.
- vi) **Other information services** mainly include the mobile information capital grants (£16.5 million in 2009/10 and £55 million in 2008/09), the costs of internal IT systems, the uncapitalised costs of the IMPACT and Schengen programmes. Some small amounts fund specialist operational support and interoperability.
- vii) **Exams and assessments** costs are mainly funded from Home Office grant-in-aid, but charges are made for bespoke events and those run for non England and Wales forces. New recruit assessment events are charged for at cost to all forces.
- viii) **Learning and development** services includes full cost recovery of covert and forensic training courses and partial recovery of other specialist training courses.

- ix) **Leadership development services** are charged at cost to overseas governments and sponsoring UK government departments such as Foreign and Commonwealth Office or Department for International Development. Leadership training for England and Wales police forces is funded by the NPIA from Home Office grant-in-aid.
- x) **Other people and development services** are mainly strategic in nature and not charged out. The income here is for financial investigator training and accreditation.
- xi) **Property recharges** include commercial rentals and charges for accommodation and conference events. The costs include all of the NPIA's estates costs.

7. Property, plant and equipment

	Land	Buildings	Dwellings	Transport Equipment	Plant & Machinery	Communi-cations	Information Technology	Furniture & Fittings	Antiques and Works of Art	Operating Software	Payments on Account & Assets under Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation												
At 1 April 2009	7,561	60,101	2,905	1,493	3,434	208,497	41,459	6,993	2,095	10,537	31,607	376,682
Additions	-	29,180	59	709	2,799	-	1,568	517	-	9	17,771	52,612
Disposals	-	-	-	(289)	(195)	-	(1,637)	(32)	-	(6)	-	(2,159)
Indexation	480	(505)	-	-	-	8,930	(8)	(2)	(229)	-	-	8,666
Reclassifications	(201)	16,952	-	2	117	(80)	22	162	(1)	37	(17,931)	(921)
Revaluations Up	501	-	-	-	-	-	-	-	-	-	-	501
Revaluations Down	(2,535)	(785)	-	-	-	-	-	-	-	-	-	(3,320)
Acquisitions	-	-	-	559	-	-	-	15	-	-	-	574
At 31 March 2010	5,806	104,943	2,964	2,474	6,155	217,347	41,404	7,653	1,865	10,577	31,447	432,635
Depreciation												
At 1 April 2009	-	22,660	162	1,244	2,408	24,166	25,199	4,485	-	6,011	-	86,335
Charged in year	-	2,675	59	244	639	16,553	6,328	1,347	-	2,118	-	29,963
Disposals	-	-	-	(289)	(192)	-	(1,623)	(35)	-	(5)	-	(2,144)
Impairments	-	16,229	121	-	-	-	-	-	-	-	-	16,350
Indexation	-	(1)	-	-	-	995	-	-	-	-	-	994
Reclassifications	-	(21)	2	1	(2)	(3)	1	19	-	(150)	-	(153)
Acquisitions	-	-	-	559	-	-	-	29	-	-	-	588
At 31 March 2010	-	41,542	344	1,759	2,853	41,711	29,905	5,845	-	7,974	-	131,933
Net book value at 31 March 2010	5,806	63,401	2,620	715	3,302	175,636	11,499	1,808	1,865	2,603	31,447	300,702
Net book value at 1 April 2009	7,561	37,441	2,743	249	1,026	184,331	16,260	2,508	2,095	4,526	31,607	290,347
Asset financing:												
Owned	5,806	63,401	2,620	715	3,302	-	11,499	1,808	1,865	2,603	31,447	125,066
On-balance sheet PFI Contracts	-	-	-	-	-	175,636	-	-	-	-	-	175,636
Net book value at 31 March 2010	5,806	63,401	2,620	715	3,302	175,636	11,499	1,808	1,865	2,603	31,447	300,702

Notes

Arts and Antiques were valued by Webb Valuations Fine Art Ltd in November 2008.

The UK financial climate since the last property valuations in March 2008 indicated that there was a possibility that the market value of NPIA's property may have been impaired. Land, Buildings and Dwellings were valued as at September 2009 by DTZ. Impairment adjustments by site are shown in Note 10.

Bramshill, Harrogate and Ryton sites are valued on an open market basis. Harperley Hall and Hendon are valued on a Depreciated Replacement Cost (DRC) basis. For the purposes of the valuation DTZ used the BCIS average price indices, and considered Colleges with specialist teaching blocks, student accommodation and new office accommodation. The valuation reports were prepared using the Appraisal and Valuation manual issued by the Royal Institution of Chartered Surveyors. The property and communication assets have subsequently been revalued by use of indices issued by the Office of National Statistics. A rolling programme of further valuations has been implemented.

	Land	Buildings	Dwellings	Transport Equipment	Plant & Machinery	Communications	Information Technology	Furniture & Fittings	Antiques and Works of Art	Operating Software	Payments on Account & Assets under Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation												
At 1 April 2008	10,755	58,088	3,062	1,527	3,285	160,242	36,192	6,146	2,113	9,897	14,250	305,557
Additions	-	3,502	38	22	362	39,696	6,965	299	-	264	21,775	72,923
Donations	-	-	-	-	-	-	-	-	121	-	-	121
Disposals	-	-	-	(51)	(234)	-	(3,576)	-	(5)	(12)	-	(3,878)
Write Offs	-	-	-	-	-	-	-	-	-	-	(30)	(30)
Indexation	(3,194)	(1,778)	(143)	-	-	7,263	-	-	-	-	-	2,148
Reclassifications	-	289	(52)	(5)	21	1,296	1,878	548	-	388	(4,388)	(25)
Revaluations	-	-	-	-	-	-	-	-	(134)	-	-	(134)
At 31 March 2009	7,561	60,101	2,905	1,493	3,434	208,497	41,459	6,993	2,095	10,537	31,607	376,682
Depreciation												
At 1 April 2008	-	20,864	92	1,122	2,260	9,726	22,545	3,879	-	4,626	-	65,114
Charged in year	-	1,846	71	173	380	14,030	5,737	606	-	2,044	-	24,887
Disposals	-	-	-	(51)	(232)	-	(3,157)	-	-	(7)	-	(3,447)
Impairments	-	478	-	-	-	-	-	-	-	-	-	478
Revaluations	-	(524)	(5)	-	-	410	-	-	-	-	-	(119)
Reclassifications	-	(4)	4	-	-	-	74	-	-	(652)	-	(578)
At 31 March 2009	-	22,660	162	1,244	2,408	24,166	25,199	4,485	-	6,011	-	86,335
Net book value at 31 March 2009	7,561	37,441	2,743	249	1,026	184,331	16,260	2,508	2,095	4,526	31,607	290,347
Net book value at 1 April 2008	10,755	37,224	2,970	405	1,025	150,516	13,647	2,267	2,113	5,271	14,250	240,443
Asset financing:												
Owned	7,561	37,441	2,743	249	1,026	-	16,260	2,508	2,095	4,526	31,607	106,016
On-balance sheet PFI Contracts	-	-	-	-	-	184,331	-	-	-	-	-	184,331
Net book value at 1 April 2009	7,561	37,441	2,743	249	1,026	184,331	16,260	2,508	2,095	4,526	31,607	290,347

8. Intangible Assets

	Software Licences	Web Development	Internally Developed Software	Intangible AUC	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
At 1 April 2009	10,986	1,007	1,371	25,031	38,395
Additions	1,762	-	11	66,126	67,899
Disposals	(37)	-	-	(27)	(64)
Reclassification	1,951	60	839	(1,935)	915
Acquisitions	67	-	-	-	67
At 31 March 2010	14,729	1,067	2,221	89,195	107,212
Amortisation					
At 1 April 2009	7,593	709	114	-	8,416
Charged in year	1,326	326	613	-	2,265
Disposals	(38)	-	-	-	(38)
Reclassification	122	32	-	-	154
Acquisitions	53	-	-	-	53
At 31 March 2010	9,056	1,067	727	-	10,850
Net book value at 31 March 2010	5,673	-	1,494	89,195	96,362
Net book value at 1 April 2009	3,393	298	1,257	25,031	29,979
Cost or valuation					
At 1 April 2008	7,175	1,037	1,371	7,195	16,778
Additions	1,665	-	-	19,929	21,594
Disposals	(2)	-	-	-	(2)
Reclassification	2,148	(30)	-	(2,093)	25
At 31 March 2009	10,986	1,007	1,371	25,031	38,395
Amortisation					
At 1 April 2008	5,626	355	-	-	5,981
Charged in year	1,389	354	114	-	1,857
Disposals	-	-	-	-	-
Reclassification	578	-	-	-	578
At 31 March 2009	7,593	709	114	-	8,416
Net book value at 31 March 2009	3,393	298	1,257	25,031	29,979
Net book value at 1 April 2008	1,549	682	1,371	7,195	10,797

Intangible assets under construction includes £23.7million for development of the Police National Database, £23.1million for development of the Schengen Information System II, £13.4million for access management licences and £11.4million for development of the Pentip penalty notice processing system.

9. Financial Instruments

As the cash requirements of the NPIA are met through Grant-in-Aid provided by the Home Office, financial instruments play a more limited role in creating and managing risk than would apply to a non public-sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the NPIA's expected purchase and usage requirements and the NPIA is therefore exposed to little credit, liquidity or market risk.

Cash and cash equivalents comprise cash held by the NPIA and the Police Training Authority Trust. The carrying amount of these assets approximates to their fair value. Cash and cash equivalents are categorised as loans and receivables under IAS 39. At period end, there was £40,271 (2009: £44,839) cash and cash equivalents held by the Police Training Authority Trust.

	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
Investments held by the Trust amounted to			
Non-Current Financial Assets			
Common Investment Funds	380	365	346
Charity Funds	13	12	16
Total	393	377	362

10. Impairments

The NPIA carries out an impairment review of its tangible and definite life intangible assets when a change in circumstances or situation indicates that those assets may have suffered an impairment loss. More information is shown in Note 7. Intangible Assets with indefinite useful lives are tested for impairment at least annually (there are currently no assets with indefinite lives).

	2009/10	2008/09
	£'000	£'000
Property		
Harperley Hall	269	-
Bramshill	3,711	478
Ryton	15,299	-
Total	19,279	478
Antiques and Works of Art	229	-
Write Off	28	30
Total	19,536	508

In addition the following property valuations went through the Revaluation reserve.

	2009/10	2008/09
	£'000	£'000
Property		
Hendon	785	-
Harrogate	(895)	-
Total	(110)	-

11. Assets Held for Sale

Assets held for sale consisted of the former Police training site at Ashford in Kent, which was sold during 2009/10.

	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
At the beginning of the year	3,100	3,100	9,000
Transfer from Non current assets			
Revaluations	-	-	(5,900)
Disposals	3,100	-	-
At the end of the year	-	3,100	3,100

12. Trade receivables and other current assets

	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
Amounts falling due within one year:			
Trade receivables	13,900	18,014	16,598
Less Provision for Impairment of Trade Receivables	(651)	(728)	(349)
Deposits and advances	247	159	19
Tax including VAT	2,272	1,374	85
Accrued Charges	5,345	13,788	3,658
Prepayments	3,901	2,243	15,448
	25,014	34,850	35,459
Intra-government balances			
Balances with other central government bodies	11,713	15,415	5,622
Balances with police and local authorities	4,790	13,948	12,597
Balances with NHS Trusts	-	1	-
Balances with public corporations and trading funds	258	1,222	332
Total intra government	16,761	30,586	18,551
Balances with bodies external to government	8,253	4,264	16,908
At 31 March 2010	25,014	34,850	35,459

13. Cash and cash equivalents

	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
Balance at 1 April	5,245	42,254	38,668
Net change in cash and cash equivalent balances	1,765	(37,009)	3,586
Balance at 31 March	7,010	5,245	42,254

The following balances at 31 March were held at:

Commercial banks and cash in hand	7,010	5,245	42,254
Short term investments	-	-	-
Balance at 31 March	7,010	5,245	42,254

14. Trade payables and other current liabilities

	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
Amounts falling due within one year			
VAT	-	-	1,995
Other taxation and social security	3,088	2,704	2,472
Trade payables	24,159	5,319	8,721
Other Payables			
Home Office balance to fund MoG changes	-	1,460	10,623
Other	-	1,066	4,520
Accruals and deferred Income	66,474	61,180	70,930
Staff Leave Accrual	1,154	916	767
Current part of imputed finance lease element of on balance sheet PFI contracts	1,700	1,700	1,700
	96,575	74,345	101,728

Amounts falling due after more than one year:

Imputed finance lease element of on-balance sheet PFI contracts	15,300	17,000	18,700
	15,300	17,000	18,700

Intra-government balances

Balances with other central government bodies	7,082	8,447	24,895
Balances with police and local authorities	11,543	8,241	16,310
Balances with NHS Trusts	116	109	24
Balances with public corporations and trading funds	161	5,495	617
Total intra government	18,902	22,292	41,846
Balances with bodies external to government	92,973	69,053	78,582
At 31 March 2010	111,875	91,345	120,428

15. Provisions for liabilities and charges

				2009/10	2008/09
	Conservation	Rationalisation	Other	Total	Total
	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2009	6,829	3,350	1,394	11,573	12,608
Provided in the year	7,182	1,052	364	8,598	1,496
Provisions not required written back	-	-	-	-	-
Provisions utilised in the year	(3,025)	(906)	(33)	(3,964)	(2,531)
Balance at 31 March 2010	10,986	3,496	1,725	16,207	11,573

Analysis of expected timing of discounted flows

				2009/10	2008/09
	Conservation	Rationalisation	Other	Total	Total
	£'000	£'000	£'000	£'000	£'000
In the remainder of the Spending Review period (to 2011)	10,986	1,805	1,725	14,516	9,971
Between 2012 and 2016	-	1,500	-	1,500	1,449
Between 2017 and 2021	-	191	-	191	153
Thereafter	-	-	-	-	-
Balance at 31 March 2010	10,986	3,496	1,725	16,207	11,573

Conservation Provision

For urgent 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 and Scott Wilson Group PLC dated April 2009. The costs of the required works have been estimated, but due to the nature of conservation work is uncertain.

Rationalisation Provision

For early retirement pension payments to be made under the terms of the Principle Civil Service Pension Scheme to employees who left on redundancy terms during internal restructurings which were necessary to realise efficiency gains and budget reductions. These payments are made by the PCSPS pension payroll and reimbursed by NPIA up to the employee's 60th birthday.

Other Provisions cover:

- Personal injury and employment claims valued using legal advice and where both the value and payment date is uncertain.
- 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.
- The cost of restoring a leased property to its original state at the end of the lease in 2011.
- The cost of enhancing the pensions transferred with staff from the Forensic Science Service to meet the requirements of PCSPS.

16. Capital Commitment

	31 March 2010	31 March 2009
	£'000	£'000
Contracted capital commitments at 31 March 2010 not otherwise included in these financial statements		
Property, plant and equipment	1,396	16,826
Intangible assets	28,194	41,362
Total	29,590	58,188

17. Commitments under Lease

(a) Operating Leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	31 March 2010	31 March 2009
	£'000	£'000
Obligations under operating leases comprise:		
Land		
Not later than one year	53	53
Later than one year and not later than five years	211	211
Later than five years	4,357	4,410
	4,621	4,674
Buildings		
Not later than one year	4,107	5,275
Later than one year and not later than five years	1,821	5,647
Later than five years	22	112
	5,950	11,034

(b) Finance Leases

The NPIA has no finance leases, but is reporting the on-balance sheet assets from the Airwave PFI contract as imputed financed assets. See note 18 for details.

18. Commitments under PFI Contracts

(a) Off-balance sheet

In 2000, the Police Information Technology Organisation (PITO), now part of the NPIA, 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 NPIA 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 deal under IFRIC12 Service Concession Arrangements as the NPIA does not control access to the Service or use all but an insignificant amount of the output. Airwave is increasingly being used by the Fire & Ambulance Services as well as other Public Sector Organisations.

It is anticipated that the charge for 2010/11 will be in the region of £212 million pounds.

(b) On-balance sheet

On-balance sheet Communication assets, which are in Note 7, represent Airwave assets for London Underground and the resilience network that have already been paid for, and assets that are deemed as transferrable to the NPIA at the end of the contract, providing that the NPIA pays Airwave Solutions Ltd the fair market value of said assets. The value on-balance sheet represents the current assessment of these assets' fair value, and these are treated as if they were a finance lease.

	31 March 2010	31 March 2009
Obligations under PFI contracts comprise:	£'000	£'000
Total Liability		
Not later than one year	2,223	2,275
Later than one year and not later than five years	8,368	8,577
Later than five years	9,283	11,297
	19,874	22,149
Less Notional Interest	2,874	3,449
Total commitment under PFI	17,000	18,700

(c) Charge to the Income and Expenditure and future commitments

The total amount charged in the Income and Expenditure in respect of off-balance sheet PFI transactions and the service element of on-balance sheet PFI transactions was £216,992,000 (2008/09: £208,982,000). £575,000 (2008/09: £627,000) has been imputed as the notional interest charge in the on-balance sheet PFI liability.

19. Contingent assets and liabilities disclosed under IAS 37

Contingent Assets

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 received damages of £4.132 million in June 2010 after negotiations which were completed in May 2010. A payment on account of these damages of £2.5 million was received, and recognised, in 2009/10.

Contingent Liabilities

At 31 March 2010, the NPIA had no material contingent liabilities within the meaning of IAS 37.

20. Related Party Transactions

The NPIA 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 NPIA. The NPIA has various material transactions with the Home Office. Home Office Grants-in-aid have been taken direct to reserves.

The Home Office sponsors other bodies. These bodies are regarded as related parties with which the NPIA has had various material transactions during the year, especially the Serious Organised Crime Agency (SOCA). The NPIA considers the police forces 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 NPIA Board.

In addition, the NPIA has had a number of transactions with other government departments and other central government bodies, especially the Scottish Government for the provision of services to the police forces of Scotland. Amongst the other transactions there were significant transactions with the Forensic Science Service, British Transport Police, HM Revenue & Customs, the Cabinet Office and the Department for Transport.

As reported in the Register of Members' Interests, Peter Neyroud, Chief Executive and Accounting Officer, is Chairman of the Advisory Board for the Evidence Based Crime Centre at George Mason University, Washington DC, USA. During the year NPIA made payments, which were approved by the Home Office, totalling £147,309 as grants to enable the university's crime and justice professors to carry out systematic reviews of policing.

During the period ending 31 March 2010, no members of the Board or members of the key management staff have undertaken any material transactions with the NPIA.

21. Charitable Trust

The Charities Commissioners for England and Wales under the power of the Charities Act 1993 granted a new scheme on 9 March 2004, creating 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. Events after the Reporting Period

In accordance with the requirements of IAS 10, post reporting period 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.

Chief Constable Jim Barker-McCardle QPM was appointed to the NPIA Board as ACPO representative in April 2010 for three years.

Vic Hogg, resigned from his position as Home Office representative on the NPIA Board with effect from 21 May 2010. Stephen Webb has been appointed as Home Office representative with effect from 1 July 2010.

The legal claim noted as a contingent asset in Note 19 was settled in May 2010.

On 29 June 2010, the Home Secretary announced to the APA-ACPO Conference that there would be a review into the role and remit of the NPIA. At the date of signature of these Accounts the NPIA is not aware of the outcome of this review.

It was announced in the Budget on 22 June 2010 that the Government intends to adopt the Consumer Price Index (CPI) for the indexation of public service pensions from April 2011. This will have an impact upon the future operation of the pension schemes that the NPIA provides to employees.

There are no other material events after the reporting date relating to the period to March 2010.

23. 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) Police Pension Scheme

The agency operates a defined benefit Police Pension Scheme for direct recruits from within the police service. The Police 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 2010. Full provision for this liability of £7.98 million (2008/09 £5.08 million) is reflected in the statement of financial position and is based on the assumptions and information set out below.

(c) By Analogy Pension Scheme

The NPIA also operates a 'Broadly By Analogy' (BBA) Pension Scheme for the Chairman, this scheme is analogous with the Principal Civil Service Pension Scheme (PCSPS). The By Analogy Pension arrangement is operated by the NPIA under broadly the same rules as the PCSPS. The benefits valued are those accrued up to 31 March 2010. 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 from aggregate experience across all authorities with officers in the police pension schemes supplemented, as necessary, by appropriate standard tables.

The main financial assumptions (used to assess liabilities as at 31 March 2010) 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 4.60 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 2010

The capitalised value of accrued pension benefits payable under the NPIA's By Analogy pension arrangement as at 31 March 2010 is £151,000. (March 2009 £98,000). Full provision for this liability is reflected in the statement of financial position. An actuarial loss of £19,000 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 £3.4 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.

IAS 19 pension liability per statement of financial position	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
BBA Scheme	151	98	45
Police Pension Scheme	7,980	5,080	5,240
	8,131	5,178	5,285

Pension Disclosures

Police Pension Scheme 1987

Past Service Liabilities

	31 March 2010	31 March 2009	1 April 2008
	£'000	£'000	£'000
Liability in respect of:			
Active members (past service)	(7,980)	(5,080)	(5,240)
Deferred pensions	-	-	-
Pensions in Payment	-	-	-
Total	(7,980)	(5,080)	(5,240)
Net pensions deficit	(7,980)	(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 2010	Year Ending 31 March 2009	Year Ending 1 April 2008
Rate of inflation	2.75 % pa	2.75 % pa	2.75 % pa
Rate of increase in salaries	4.3 % pa	4.3 % pa	4.3 % pa
Rate of increase in pensions	2.75 % pa	2.75 % pa	2.75 % pa
Rate of discounting scheme liabilities	4.60 % pa	6.04 % pa	5.32 % pa
Analysis of movement in scheme liability	2009/10	2008/09	2007/08
	£'000	£'000	£'000
Net surplus / (deficit) at the beginning of year	(5080)	(5,240)	-
Removal of provision for injury awards	N/A	N/A	N/A
Net surplus / (deficit) at the start of current year	(5,080)	(5,240)	-
Movement in the year:			
Current Service Cost	(140)	(160)	(150)
Cost covered by employee contributions	(40)	(40)	-
Past Service Cost	-	-	(5,690)
Unfunded Pension transfers-in	-	-	-
Interest on pension liabilities (ie 'Finance Income')	(310)	(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	(2,410)	640	600
Net deficit at the end of year	(7,980)	(5,080)	(5,240)

Expense recognised in profit or loss	2009/10	2008/09	2007/08
	£'000	£'000	£'000
Current Service Cost (net of participants' contributions)	(140)	(160)	(150)
Interest cost	(310)	(280)	-
Any past service cost	-	-	(5,690)
Total	(450)	(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	(330)	(130)	-
Changes in assumptions underlying the present value of the pension liabilities	(2,080)	770	600
Actuarial gain / (loss)	(2,410)	640	600

History of Experience gains and losses	2009/10	2008/09	2007/08
	£'000	£'000	£'000
Experience gains / (losses) on the scheme liabilities	(330)	(130)	-
Percentage of the liability at the end of year	-4.10%	-2.60%	-
Total actuarial gain / (loss)	(2,410)	640	600
Percentage of the liability at the end of year	-30.20%	12.60%	11.50%

Note: Employer contributions of £102,428 were received

24. Statement of losses and special payments

The total of special payments and losses made by the NPIA in 2009/10 do not exceed the £250,000 disclosure limit.

Appendix A – Chief Constable Commendations

This year, CEO Peter Neyroud made a commitment to recognising and celebrating exceptional contributions to the NPIA and policing. A reception was held in February 2010 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. All commended received a certificate.

Business Area	Achievement
Covert Learning Team	For extraordinary commitment and enthusiasm in maintaining quality of service through a period of significant upheaval (moving sites).
Firearms Manual Project Team	For their significant achievement in delivering the overhauled firearms manual, following the Stockwell recommendations.
Forensic Centre Business Support Team	For being unfailingly dedicated to consistently improving service for customers.
Hi Tech Training Team	For managing to maintain business as usual under exceptional circumstances and for their commitment, determination, and resilience.
Missing Persons Bureau Team	For working tirelessly over the year establishing credibility, capability and capacity in all areas of missing.
Airwave Programme Trevor Winterbottom	For the way in which he achieved the universal adoption of the National Covert Fleetmap (NCF) for the covert law enforcement community.
Automatic Number Plate Recognition Programme Inspector Derek Roberts	For making the ANPR system much more effective and focused, saving NPIA resources at PNC.
Automotive and Equipment Section Jim Mathieson	For exceptional commitment over an extended period of time to ensure the smooth running of the Automotive and Equipment Section.
Central Witness Bureau Diana Carter	For her work on the Witness Protection Practitioner's Guide.
Commercial and Procurement Ian Currie and Tony Ivory	For the instrumental role they played in delivering the contract for Airwave Olympics to very short timescales and under extreme pressure.
Commercial and Procurement Anna Marie Decastro	For showing dedication and exceptional achievement in her work in procurement.
Commercial and Procurement Sarah Forster-Smith	For an exemplary approach in leading the wave plan programme.
Commercial and Procurement Clemmie Smith	For her work on the pan government OGC Graduate Scheme.
Commercial and Procurement Becky Watts	For her work within the agency and across forces on procurement collaboration.

Business Area	Achievement
Crime Operational Support Duncan Thorpe	For his work with the Milwaukee Police Department taskforce.
Crime Operational Support Chris Holt	For his work with the Milwaukee Police Department taskforce.
EDHR Team Chandni Patel	For her work across the agency and with stakeholders and practitioners to ensure understanding of the Equality Standard.
EDHR Team Carol-Ann Sweeny	For her determination and ability to effect change in relation to the Equality Standard for the police service.
Forensics 21 Clive Poulton	For working tirelessly to ensure that the DNA Database transfer project progressed according to plan.
International Tim Meaklim	For his support and dedication to delivering the scoping study which created the environment to change the way international policing assistance is conducted in the future.
PNC Services Danny Jordan	For quality and speed of work to assist Metropolitan Police officers in Operation Minstead (Night Stalker).
ISIS Chief Inspector Brian Clifford	For his commitment, dedication and leadership as Project Manager for the Crime Mapping project and ensuring its successful delivery.
Leadership Development Unit Barry Rodker	For his work in support of the Investors in People agenda.
Missing Persons Bureau Miranda Rouse	For her role in raising the profile of Missing Persons issues Parliamentary and Government circles and for establishing and editing 'The Bureau' newsletter.
Practice Improvement Unit Kevin Bending	For demonstrating strong commitment to supporting force improvements in relation to the Multi Agency Public Protection Assisted Implementation (MAPPA) project.
Business Planning Team Elizabeth Dermody	For her dedication and hard work on business planning and performance, with stakeholders and across the agency.
Business Planning Team Chris Ellison	For excellent management in the delivery of the 2008/09 Annual Report.
Business Planning Team Ruth Nichols	For her exceptional efforts in helping to deliver the 2009/10 business plans and KPIs.
Parliamentary Team Ariela Ferber	For her outstanding efforts on the Surveillance Society Select Committee preparation and other parliamentary work.
Parliamentary Team Rowan Wilson	For his outstanding efforts on the Surveillance Society Select Committee preparation and the response to the Rowntree report.
Property and Service Delivery David Graham and John Carr	For their exceptional customer facing attitude, pride in their work and being great ambassadors for the agency.

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Email **diversity@npia.pnn.police.uk**

Tel **+44 (0)1256 602358**

Post **Equality, Diversity and Human Rights**
NPIA
Bramshill
Hook
Hampshire
RG27 0JW

National Policing Improvement Agency (HQ)

4th Floor, 10-18 Victoria Street,
London
SW1H 0NN

For further information:

NPIA General Information

Email: enquiries@npia.pnn.police.uk

Telephone: 0800 496 3322

Monday - Friday: 09:00 - 17:00 GMT

Website: www.npia.police.uk



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