

The National Improvement Strategy for Policing

A Consultation Draft – Version 1.1



Introduction

1. With the agreement of the National Policing Board, the NPIA has undertaken the task of producing on behalf of the police service a National Improvement strategy for Policing (NISP) which takes a 10-year view of improvement across policing. The NISP aims to set out and deliver a professionally driven programme for improving the capability of police forces to deliver against the local and national priorities which are set by police authorities and by central government.
2. The NISP identifies seven areas of capability improvement:
 - Implementing effective operational processes, practices and doctrine
 - Strengthening leadership in the service at all levels
 - Developing the skills and professionalism of the workforce
 - Transforming the use of information, evidence, knowledge and science
 - Increasing the efficiency of service delivery
 - Continuously improving the delivery of national services
 - Enhancing the UK's role in global security
3. The NISP provides a framework for the different strategies and initiatives which the police service is implementing in specific improvement areas, such as the Leadership and People strategies, the National Intelligence Model (NIM) and the Information System Improvement Strategy (ISIS).
4. The NISP provides an organising structure for the NPIA's own work and has been used to structure its business plan for 2009-10. It is also intended to apply across the whole policing portfolio. It should reflect local and national innovation and improvement programmes and support the agendas of the tripartite leadership: ACPO through the business areas, the APA in its governance role and Home Office in policy. We believe that, the approach embodied in the NISP will improve the service's ability to deliver local and national policing priorities. The strategy should be available for use by the Policing Portfolio Group (PPG) in understanding the impact of the portfolio on long term improvement of policing capability.
5. The NISP also identifies a number of common approaches across the improvement portfolio:
 - Putting delivery to citizens at the heart of the strategy
 - Aligning strategy to requirements by bringing together horizon scanning, evidence and lessons learned, and building the service's capability in research and analysis
 - Establishing clear mandates and governance for all policing improvement programmes
 - Developing effective methodologies for improvement at four levels: the individual, teams, forces and the service as a whole (together with its partners)
 - Aligning finance and achieving effective and efficient delivery through excellence in programme and project management
6. The seven capabilities and cross-cutting themes are set out in diagram 1 (page 10). In the rest of this paper, we invite discussion about the priorities for each of the seven capabilities, the governance of the strategy and the proposed overall approach to improvement.

Policing Capabilities

7. The identification of seven capabilities reflects specific features of the policing landscape, combined with some basic thinking about organisational development. The premise is that all organisations deliver through **people** using **information and knowledge** to deliver outcomes through effective **processes**. They do so with regard to **efficiency** in the use of resources. In addition, we have recognised the particular importance of **leadership** in policing. The special demands of **global security**, including terrorism and cross-border crime, are reflected in a distinct focus on the supporting capabilities. Finally, we believe that the improvement of policing at all levels is dependent on the continuous improvement of the services which are provided **nationally** in support of local delivery.
8. The strategy will set out a number of areas for improvement over a 10 year period for each capability. It should also identify the approaches which should be taken to achieve this improvement, and a set of measures against which success can be evaluated.
9. We have suggested what these priorities might be on the basis of our experience of delivering national programmes and support to forces across a wide range of policing areas. This consultation draft is intended as a basis for discussion across the service.
10. Once the strategy is established, we propose that it is reviewed annually following discussion by the tripartite partners. We would expect changes in the light of new evidence and research, new operational challenges, and as a result of new priorities being set in local and national policing plans. We are also considering the creation of a national forum with a wide range of stakeholders, partners and members of the public which could be run by e-media. We would welcome thoughts on this and how we might ensure it provided a means to focus the strategy on real outcomes for the citizen.



Implementing effective operational processes, practice and doctrine

Vision

11. An integrated neighbourhood management framework, whereby all community safety partners collaborate and encourage the public to actively help them solve local problems and develop local infrastructure. Local accountability vested in the most appropriate body, which has the support of their local service delivery partners.
12. A responsive police service that recognises that the pace of social, demographic and technological change will provide opportunities as well as threats and require innovative approaches to crime and incidents. These are increasingly likely to cross organisational and national boundaries and require a wider range of skills and experience, including the involvement of partners in the UK and overseas, in order to achieve successful outcomes.
13. An intelligence led police service that exploits available information streams from the community, partners and open-source information as well as crime, incident and other police data. This will enable the police forces to better identify and coordinate current policing priorities in order to develop an enhanced operational response (including where appropriate, earlier intervention), as well enhancing the identification of emerging threats and risks.
14. A police service that encourages the public to become involved in community safety and gives the public more information about crime and police activity in their area, helping to maintain public support and the principle of policing by consent. This will be supported by local consultation and the development of technology that enhances the capacity of the police service to engage with all of the diverse communities that they serve.
15. An increasingly professional police service that delivers a consistently high class service throughout the UK. Underpinned by clear national standards supporting collaborative working against complex threats such as serious and organised crime and terrorism but with local delivery suited to local conditions. This will be achieved by maximising the skills of the whole police workforce, the development of a culture of organisational learning that learns from success as well as failure and recognises that officers need the skills, confidence and freedom to make professional judgements to manage risk and protect the public.
16. An integrated approach to the identification and management of threat and risk within policing that can be deployed within and across organisational structures to deal with an evolving range of challenges. These include; major and violent crime, serious and organised crime, counter-terrorism, serious acquisitive crime and e-crime. It will also recognise the need to develop generic skills, competencies and business processes that can be targeted at specific problems based on an understanding and knowledge of effective practice.
17. All police officers and staff will be able to demonstrate effective leadership skills.
18. The police service will develop leadership skills relevant to the challenges faced by police officers and staff and that are based knowledge and evidence of what works. The police service will be committed to continuously improving these leadership abilities.

Strengthening leadership in the service at all levels

Vision

19. The police service will achieve excellence in community leadership as a basis for delivering reassurance. In doing so, police officers and staff will be accessible and accountable to the communities that they police and become increasingly skilled in engaging with the public.
20. Collaboration with partners and across forces to effectively tackle both local and national priorities.
21. The leadership by the police service will win the confidence of citizens, Ministers and Parliament in its capability and effectiveness.
26. There will be a single national reward and recognition framework for police officers and police staff. This encourages the police service's move towards a performance culture and which seeks improvement in, and the maintaining of, an excellent level of service. This is while recognising the separate pay negotiation structures and pension provisions that exist at present.
27. There will be measurement of the impact and effectiveness of programmes and initiatives in order to continually deliver higher quality citizen focused policing, in line with future policing needs.

Developing the skills and professionalism of the workforce

Vision

22. Recruit, motivate and retain staff who have the necessary skills and talent to deal with an increasingly complex set of tasks, within a framework of efficient resource allocation.
23. Recruitment and training will be aligned according to specific role requirements, minimising inefficiency and enabling staff and officers to perform to their full potential.
24. Programmes that create and maintain a healthy, engaged and empowered workforce that is both resilient and flexible. Improvement work will be based on the latest research and horizon scanning capabilities, delivering the most relevant material in the most suitable fashion.
25. Consistency will be promoted across the police force through a set of relevant and modern standards for workforce initiatives or programmes, within a structure that appropriately rewards and recognises achievements.

Transforming the use of information, evidence, knowledge and science

Vision

28. The service will be supported by a rich analysis of intelligence and a robust evidence base, delivered through an increasingly effective information system. The service will have the necessary understanding of science and technology to anticipate and mitigate future threats from developments in these fields. The service will influence the direction of research at universities and will be agile in its ability to exploit the benefits of new technology and science, particularly in the fields of identification, forensics and the physical sciences.
29. Police officers and staff will have access to information and knowledge through a much wider set of systems to support operations, analysis and resource management.
30. Decision making at a local and national level that is regularly informed by a reliable base of evidence about what works.

31. Providing better information for the public as a basis for greater confidence in policing and the criminal justice system, supporting public engagement with neighbourhood policing and the accountability of Chief Officers through police authorities.
32. Bureaucracy will be reduced through the development of better information systems, as perceived by police officers and staff, who will enjoy better joint working with partner organisations, including the criminal justice system and local partners.
33. Police information systems which are reliable and secure. The use of scientific evidence will continue to support successful prosecutions and make criminality more difficult.
34. The public will be confident that information is properly and proportionately used so that both their safety and privacy are protected.

Increasing the efficiency of service delivery

Vision

35. There will be a sustained drive for cashable efficiency, delivering more for less and enabling forces to redirect resources towards frontline services, increasing public safety and confidence.
36. Sustainable resource management and productivity will become a core responsibility in the culture of policing; from senior level decisions on force priorities to deployment decisions made on the frontline. Officers and staff will maximise their productive time and ensure deployment reflects frontline priorities, which will be enhanced through in-depth, accessible and relevant information sources.
37. There will be a consistent approach to the choice of national, regional, or other collaborative service delivery models.
38. Efficient corporate services and high quality information will support the delivery of policing services and improvement initiatives so that frontline officers have more time to work with the communities they serve.
39. Police Authorities will set challenging VFM targets and engage in robust and informed discussions around resource planning, management and productivity within local forces.

Continuously improving the delivery of national services

Vision

40. Services will be provided nationally if they meet any of the following criteria:
 - a greater level of cost efficiency which outweighs the benefits of local provision, enabling resources to be redirected to front line public protection
 - a higher quality service, for example:
 - Where the level of coordination across forces needed for provision is not available at a force level
 - Where a critical mass is needed for high quality service provision, or recruiting and retaining experts in their field
 - Where national security considerations make national provision imperative
41. All services will be rigorously and continuously evaluated to determine the suitability of national provision in line with business imperatives. This will ensure services improve and address police service needs. As part of the continuous review, services will be provided from within a culture of continual improvement.

42. Service users and stakeholders will be fully engaged in decisions affecting the delivery of the services to ensure they remain aligned with their requirements and the needs of the communities they serve. This is a particularly key role for ACPO in bringing professional knowledge to bear on defining problems and capability requirements to meet them. They will be confident that effective mechanisms for service delivery and accountability are in place. There will be a clear rationale provided for the costing of all national services.
43. All police forces and other users will be confident in the reliability, quality, security, management, timeliness, availability and performance of all centrally provided services. This is will be supported with clear and measurable success criteria for all national services.
44. Processes will be in place to ensure that all standards, products and services developed centrally take into account an understanding of the service user. They will be capable of being implemented locally with the minimum amount of tailoring or amendment, but there will be resource to tailor locally where necessary.
45. Open and transparent governance mechanisms are in place for all national services so that performance, service levels, costs and funding arrangements are clear to all stakeholders, including protocols on charging processes.
46. There will be a high level of security in data systems, engendering both public and police force confidence in data protection.

Enhancing the UK's role in global security

Vision

47. In partnership with other countries we will raise the capability of the global community to fight shared threats. Through the sharing of innovative and relevant practice we will work with other countries to help implement the rule of law.
48. There will be improved interoperability and international collaboration with policing, law enforcement, community safety and criminal justice organisations. We will share information, practices and tools to develop our understanding of the threats and risks posed by organised crime and terrorism. The increased ability to share and compare data in collaboration with National, European and International Governments and institutions, will give the UK Police Service and its partners a better understanding of global risk and the means to mitigate it.
49. The public will be confident that information is properly and proportionately used so that both their safety and privacy are protected without jeopardising police operational requirements.

Implementation Approach

Putting delivery to citizens at the heart of the strategy

50. The strategy should develop understanding of how the service can most effectively engage with citizens and partners. This will ensure that the citizen perspective is fundamental to the development of strategy and policy. To do this we will build on the lessons which have learned in the development of the Neighbourhood Policing and Citizen Focus programmes and the conclusions of Louise Casey's report on engaging communities in fighting crime.

Aligning strategy to requirements by bringing together horizon scanning, evidence and lessons learned, and building the service's capability in research and analysis

51. In developing the NISP, we want to ensure that the work on horizon scanning sponsored by ACPO Futures and supported by the NPJA, is effectively embedded in strategic thinking across the police service. Similarly, the service's analytical and evidence building capacity – including our knowledge of what works – should inform our vision of the future. The National Strategic Assessment and the work of NPJA's Research, Analysis and Information Unit will be central to the strategy.



Establishing clear mandates and governance for all policing improvement programmes

52. The governance of policing is complex. For improvement strategies to be effective there needs to be clarity and acceptance in the police service and among partners and stakeholders around the authority on which programmes are being taken forward and how these relate to the tripartite governance structures. The programmes developed under the NISP framework should have clearly articulated governance structures. Within each capability area, the NISP should map governance arrangements and identify stakeholders. There should be clear understanding in every programme about engagement and governance.

Developing effective methodologies for improvement at four levels: the individual, teams, forces and the service as a whole (together with its partners)

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

1. The individual
2. Teams and groups
3. Forces and authorities
4. The whole service and its partners

54. Behind this proposal is the idea that improvement is effective when it operates at all these levels simultaneously. Our improvement programmes should therefore include elements of all four, and our programme design should reflect consideration of how this can be achieved. For example a programme might include elements of learning and development design for individuals, assisted implementation and peer to peer networking teams (such as BCUs or Neighbourhood Policing teams), force planning and organisational change, and a change in service-wide priorities and governance, together with new ways of working with partners.

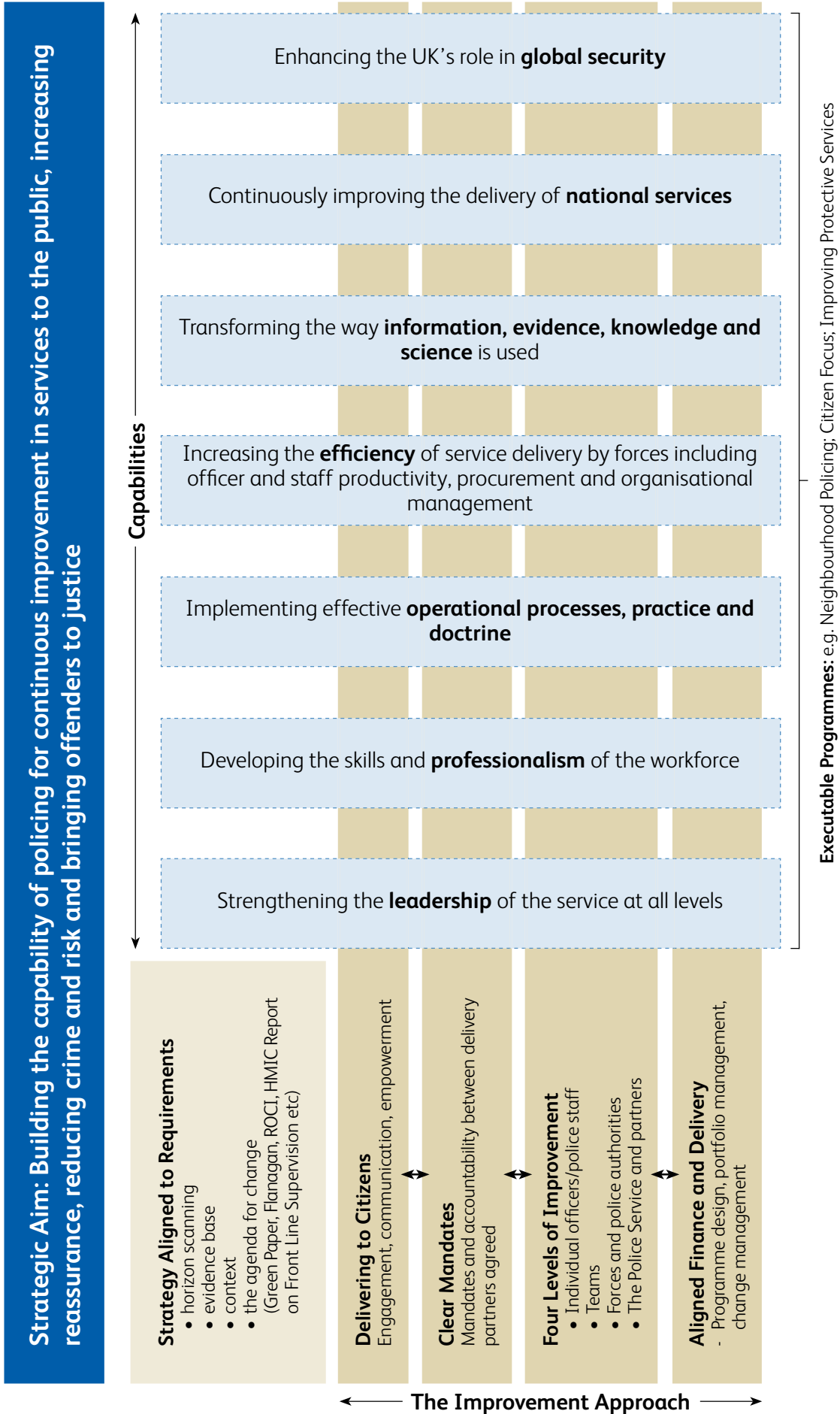
55. In support of the NISP, we propose that the NPIA should continue to develop expertise in supporting improvement at these four levels.

Aligning finance and achieving effective delivery through excellence in programme and project management

56. In order to deliver improvement, the police service should continue to develop its capabilities in financial and programme management. The NPIA will support forces in this way through developing a capability in supporting forces in delivery of improvement through creating a centre of excellence in programme management and in managing the police service OGC hub.

Improving Police Service Capability

Diagram 1





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