



ACCOUNTABILITY AND GOVERNANCE BOARD

September 2025

NATIONAL BALLISTICS INTELLIGENCE SERVICE

Presented by: ACC Ian Parnell NPCC Senior Responsible Officer (SRO) NABIS

Cover Report

1. Police and Crime Plan

The National Ballistics Intelligence Service is co-hosted by West Midlands Police and Greater Manchester Police. West Midlands Police and West Midlands Police and Crime Commissioner are the accountable bodies.

NABIS has a key role supporting the NPCC National Serious and Organised Crime Strategy. Working closely with all forces across England and Wales, together with PSNI, SPA-FSS and a number of key National agencies, (NCA, Border force, MOD, CTU) NABIS provides a Forensic Ballistic examination and reporting service that is free at point of use.

The purpose of this report is to provide West Midlands Police and the Crime Commissioner assurance that both;

- a) NABIS is performing efficiently and effectively, and,
- b) the supporting collaboration agreement is operating effectively.

2. Achievements and Challenges

Achievements

1. A National Amnesty was coordinated by NABIS during February 2025 targeted towards Turkish manufactured blank firers, which have shown to be easily converted. The identification of a risk to the UK from Converted Blank Firers and subsequent collaborative work between NABIS, NCA and Home Office has resulted in a review of the existing legislation and the surrender of circa 3000 firearms.
2. All 2 day and 7-day SLAs are consistently achieved despite challenges in the number of ballistic experts, and homicide reports are delivered within hours of submission.

Challenges

1. Reduced Policing budgets

- a) Reduced service levels
- b) Loss of data quality resource
- c) Cessation of proactive International engagement
- d) Removal of resource for National Surrenders

MITIGATION: Introduction of efficiencies through technologies

2. Paper Forensic Examination Case Files

- a) Loss of Paper Records
- b) Inability to make National connections across paper records
- c) UKAS compliance
- d) Security of Case Papers
- e) Storage costs
- f) slow examination process (inefficient use of Expert time)

MITIGATION: Introduction of a Digital Case Management System

MITIGATION: Back record conversion of Paper Case Files

MITIGATION: National Forensic Cataloguing & Archiving of paper case files

3. Unstable Intelligence recording mechanism

- a) Double keying creates the potential for errors in transcribing details
- b) Doesn't link to the National database.
- c) Permanent loss of the intelligence datasets from 2008 to present day.

MITIGATION: Introduction of the CMS Intelligence and Linking module

4. National Database does not interface with other systems due to VISOR platform

- a) Double keying by forces
- b) Unable to complete basic searches without a Business Objects interface
- c) Unable to upgrade current system to meet the current landscape of firearms risk,
- d) Free text fields allow for human error

MITIGATION: Introduction of CMS to enable a database module/ interface with the new National system.

5. Lack of National experience within forces in managing firearms

- a) Single specialists in forces creates knowledge gaps
- b) Young in-service police forces lack experience

MITIGATION: Introduction of CMS, and digital knowledge hub to provide information and guidance for front line officers and SIOs.

6. No single searchable repository for Ballistic products and papers

- a) Important information and learning cannot be easily found/retrieved
 - b) No organisational or National memory of previous threats/operations/activity
- MITIGATION:** CMS introduction, Digital Knowledge Hub module for the storage of Strategic & Tactical documents linked to forensic investigations and horizon scanning

7. Delays generated by capacity issues at Forensic Service Providers (FSP)

- a) Submission lag remains across all forces due to FSP delays (Approximately 16 weeks)
- b) Delays for investigators
- c) Cost to forces using external providers

MITIGATION: Single Firearms focal point work and the Forensic Marketplace Strategic Programme (end to end forensic provision)

8. Recruitment of trained specialist Forensic Ballistic examination staff

- a) Specialist trained staff are in small numbers Nationally
- b) To qualify as a Ballistic Expert involves a 3-year programme

MITIGATION: NABIS continues to recruit Technicians, to transition when their training is complete and they can evidence competency, this is a 3-year programme.

3. Actions undertaken

NABIS have commissioned CORVUS Bluestar software developer to design and produce an electronic modular build, Case Management System (CMS) in three phases, Electronic Case Management System, Digital Knowledge Hub to provide information and guidance for front line officers and SIOs and a portal that provides access to these and potentially the new database. This will mitigate the risks/challenges above.

CMS will go live in April 2026, when all case papers will have been scanned and catalogued with the National Forensic Archive.

Prudent financial management has enabled sufficient reserves to be accrued to pay for the development and implementation together with server space and maintenance for the next 3 years. This reduces the amount of funding required from NPCC forces to enable a significant technology transformation.

4. Future Work

The NPCC Finance Committee have asked for the submission of an improved budget for 2026 – 28. This has been submitted and future work will be based upon the level of resource remaining.

The introduction of new technology within a 3-year development and implementation programme, costed against existing reserves will transform the way forensic

examinations are documented and quality managed, and statements prepared and disseminated to SIOs. Alongside this is the implementation of an AI powered knowledge platform that will enable controlled access to information, records and documents by NABIS & NCA, with a plan in year 4 to create a portal that changes the way that forces interact with NABIS

The Digital Landscape Reform Programme and Home Office are exploring the development of a new National database to replace the VISOR platform existing one. This is hinged on the successful implementation of the NABIS Case Management System to enable the database to be a module of this build, at a significantly lower cost than the original Home Office spending review sponsored discovery.

As Technology increases, opportunities to rationalise structures are expected to present themselves and NABIS SLT have already begun a review of all vacancies against the Strategy to ensure only roles that add value are retained, any that are not essential for the Strategy delivery have been disestablished and, in some cases, new roles created. As Senior and management roles become vacant, these have been disestablished in favour of more practitioners to ensure that NABIS can meet the SLAs.

5. Financial Implications

NABIS is primarily funded by the 43 forces of England and Wales, through the application of an NPCC agreed funding formula, this ensures that NABIS is then free at the point of use and forces can submit everything that meets the MOU without consideration to force or departmental budgets. NCA, PSNI and SPA-FSS also contribute an agreed sum each year. WMP, in line with the Section 22A agreement provide a range of support to NABIS. However, NABIS reimburse WMP from the National funding for;

- All staffing costs
- Rent and utilities for the NABIS laboratory in Birmingham
- ICT equipment (Laptops, screens, docking stations, TVs etc)
- HR & Finance support

The funding envelope agreed by NPCC Finance Committee for 01/4/25 – 31/3/26 was significantly less than was needed to maintain NABIS service levels - NPCC agreed a 3% increase against the budget allocation from 2020 – 2021. In real terms this was a 12% budget cut for 2025. This resulted in the removal of 10 posts from the establishment and the cessation or reduction of key services. The NPCC Finance Committee agreed that redundancy payments and associated costs would be taken from the NABIS Reserves.

Recognising the ongoing financial pressures on policing budgets NABIS have vacated the central Birmingham office space and moved the remaining resources to the Central Hub, saving £75k rental costs. NABIS have begun negotiations with the NPCC Finance Committee for a two-year settlement, and are being supported by CC Guilford.

Following this settlement, the MOU and NABIS Strategy will need to be reviewed.

6. Legal Implications

WMP Forensic Services hold the ISO17025 accreditation under which NABIS Forensic hub sits, although NABIS has an independent Quality Manager for the administration of this, WMP acts as the accreditation parent and ensures that NABIS does not present a risk to WMP accreditation.

There is currently a Section 22a collaboration agreement in place that provides detail of the requirements for the host force to provide a range of services to enable NABIS. For an extract of this, See Appendix B

7. Equality Implications

For NABIS to operate in an International setting understanding the importance of eliminating discrimination and promoting good relations between different people has to be at the forefront of our 2025 – 2030 Strategy with supporting delivery plans;

- **Objective: Develop Cultural Awareness and International Collaboration Skills**

Ensure Diversity and Inclusion to enable staff can work effectively with each other and with national and international partners from diverse backgrounds.

- **Objective: Foster Resilience and Well-being**

Ensure that staff have access to resources that support their mental health, stress management, and personal resilience.

Implement recognition programme that celebrates the achievements and contributions of staff, helping to boost morale and maintain a positive workplace culture.

All staff have benefitted from a programme of training courses to develop their skill sets

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Job Title: **Head of NABIS**

APPENDIX A

NABIS Strategy 2025 - 2030



NABIS 2025 - 2030

Vision

TO BE A LEADING AUTHORITY IN FORENSIC BALLISTIC INTELLIGENCE. SUPPORTING THE REDUCTION IN THE THREAT TO THE UK FROM THE CRIMINAL USE OF FIREARMS, THROUGH CUTTING EDGE TECHNOLOGY.

Mission Statement

TO DELIVER UNPARALLELED FORENSIC BALLISTIC SERVICES SUPPORTING LAW ENFORCEMENT AGENCIES IN SOLVING GUN RELATED CRIMES, AND REDUCING FIREARMS OFFENCES, THROUGH DATA DRIVEN INTELLIGENCE AND STRATEGIC COLLABORATION.

Shared Core Values

- PUBLIC SERVICE
- INTEGRITY
- RESPECT
- INCLUSIVITY
- COLLABORATION

Value Statement

At NABIS we operate at all times with integrity, respecting diversity, and promoting inclusivity, and through effective collaboration with Law Enforcement Partners, we ensure that public service is at the core of our values.

Introduction

The National Ballistics Intelligence Service (NABIS) plays a crucial role in the fight against gun crime in the United Kingdom, acting as the backbone of intelligence and forensic expertise within law enforcement agencies.

Over the next five years, NABIS will strengthen its position as a national leader in ballistics intelligence, ensuring that our methods and practices evolve in response to the ever-changing landscape of firearms related crime. This strategy outlines our commitment to innovation, collaboration, and capacity building, ensuring that NABIS remains agile, data-driven, and at the forefront of efforts to reduce gun crime and enhance public safety across the UK.

The key to our strategy is a robust framework that not only strengthens our core forensic and intelligence functions but also embraces technological advancements and partnerships.

We will deepen our collaboration with police forces, criminal justice agencies, national and international partners to stay ahead of emerging threats. By investing in our people, processes, and partnerships, this five-year plan will equip NABIS to respond effectively to the challenges ahead while staying true to our mission.



west midlands
police and crime
commissioner

AGENDA ITEM 8

Vision	Mission Statement	Values
To be a leading authority in Forensic Ballistic Intelligence. Supporting the reduction in the threat to the UK from the criminal use of firearms, through cutting edge technology and collaborative partnerships.	To deliver unparalleled forensic ballistic services supporting Law Enforcement Agencies in solving gun related crimes, and reducing firearms offences, through data driven intelligence and strategic collaboration	<ul style="list-style-type: none">• PUBLIC SERVICE• INTEGRITY• RESPECT• INCLUSIVITY• COLLABORATION

Strategic Objectives	Outcomes
<i>Employ advanced technologies to improve the accuracy and speed of ballistics reporting</i>	<ul style="list-style-type: none">• Implementation of a new NABIS National Database• Introduction of an electronic Forensic Case Management System• Back Record conversion and archiving of all case files since 2008
<i>Increase our understanding of the threat to the UK from the global Criminal Use of Firearms</i>	<ul style="list-style-type: none">• Launch of a NABIS knowledge Hub to provide access to research material & provide an archive for NABIS products• Extend the reach of our Open source research
<i>Foster robust relationships with national and international law enforcement agencies, academic institutions, and private sector partners.</i>	<ul style="list-style-type: none">• Establish formal partnerships with key stakeholders for information sharing and joint operations.• Participate in international forums and conferences to exchange best practices.• Collaborate with universities and research institutions on projects aimed at advancing forensic ballistic examination
<i>Enhance our position in the forensic marketplace to achieve greater consistency in the approach to firearms examinations.</i>	<ul style="list-style-type: none">• Establish regular forums with Technical and Quality leads across all Forensic Ballistic Hubs to share information and Best Practice• Enhance our influence with the forensic marketplace through improved engagement and opportunities for innovation.

Our People

To support the NABIS Five-Year Strategy, the staff development objectives will be aligned with the organisation's goals of enhancing forensic capabilities, fostering innovation, and strengthening partnerships. Below are key staff development objectives that will enable NABIS to achieve its strategic vision.

By focusing on these development objectives, NABIS can ensure that its workforce is well-equipped to drive the organisation's five-year strategy forward, ultimately contributing to the reduction of gun crime and enhancing public safety.

Objective	Support	Required Plan
Enhance Technical Expertise and Forensic Skills Provide continuous training and certification in cutting-edge forensic science and ballistics analysis.	Staff will receive advanced training in new ballistics technologies, and enhancing analytical skills to enhance NABIS's Forensic and intelligence capabilities. This includes fostering expertise in emerging methods, such as 3D printed firearms and ballistics analysis.	Forensic Technical Training Plan
Strengthen Leadership and Management Skills Develop leadership capabilities at all levels to ensure effective decision-making, project management, and team coordination.	Invest in leadership programs that focus on strategic thinking, change management, and inter-agency collaboration. Empower staff to take on leadership roles in projects that drive innovation within NABIS.	Leadership Development Plan
Promote Cross-Agency Collaboration and Communication Enhance communication and collaborative skills to improve cross-agency partnerships.	Develop communication, negotiation, and partnership management skills to foster better collaboration with police forces, criminal justice agencies, National and international partners. This will ensure smoother operational integration and more effective intelligence sharing.	Communication Plan Training Plan

Encourage Innovation and Technological Proficiency Foster a culture of innovation by equipping staff with the skills to adopt and implement new technologies and methodologies.	Regular workshops and seminars on technological advancements relevant to ballistics intelligence, and Case Management. Encourage staff to contribute to innovation projects and participate in industry conferences to stay at the forefront of forensic science.	Training Plan (Continuous Professional Development)
Build Analytical and Data-Driven Decision-Making Skills Develop strong analytical capabilities within the team to improve data-driven decision-making and intelligence analysis.	Training in data analytics, predictive modelling, and intelligence analysis techniques to enhance NABIS's ability to forecast trends in gun crime and respond proactively. Equip staff with the tools to interpret complex data and translate it into actionable intelligence.	Intelligence Analysis Training Plan & IPP Implementation
Foster Resilience and Well-being Promote staff well-being and resilience to maintain a motivated and productive workforce.	Ensure that staff have access to resources that support their mental health, stress management, and personal resilience. Implement recognition programme that celebrates the achievements and contributions of staff, helping to boost morale and maintain a positive workplace culture.	Wellbeing Plan Reward & Recognition Plan
Develop Cultural Awareness and International Collaboration Skills Enhance cultural awareness and international collaboration capabilities to support NABIS's global partnerships	Ensure Diversity and Inclusion to enable staff can work effectively with each other and with national and international partners from diverse backgrounds.	Diversity & Inclusion Plan

Our Structures

The 2025 – 2030 strategy will be delivered by three key Portfolios across NABIS.

NABIS Forensic Portfolio

As a leading authority in Forensic Ballistic Intelligence, NABIS has teams of Ballistic Experts and Technicians based in Birmingham and Manchester. Their key role is the examination of firearms and ballistic material to identify links with previous crimes and incidents. In addition to the laboratories directly run by NABIS, the Metropolitan Police Service, (MPS) the Scottish Police Authority Forensic Services (PSA-FS) and Police Service of Northern Ireland (PSNI) have their own forensic firearms laboratories that provide NABIS with intelligence from their forces. This combination achieves a truly National picture of gun crime in the UK.

NABIS Intelligence Portfolio

The intelligence team builds on the links between firearms and ballistic material submitted to the hubs. Where potential links exist, the intelligence team will analyse these links within the context of overall criminal use of firearms. They identify opportunities to increase the strategic understanding of a range of relevant trends and patterns, providing operational opportunities for decision makers. Supported by performance professionals, ensuring that the memorandum of understanding and service level agreements are monitored and continue to reflect the needs of our customers. Where challenges exist, guidance and support can be provided through a small team of liaison officers.

NABIS Organisational Support Portfolio

Our Organisational Support colleagues provide an essential supporting infrastructure for NABIS to operate efficiently, ensuring budgets are managed, future capital spends are identified and planned for and all business support requirements are met. Database development, governance, strategic planning and risk management ensure that NABIS can contribute towards reductions in the criminal use of firearms. The synergy between these teams enables service delivery against a common goal.

NABIS continues to work with UK national law enforcement agencies and the Home office, in priority countries to understand effective practice and contribute towards the reduction of the risk to the public from the importation of illegal firearms.

Transformation 2020 - 2025

The NABIS team worked hard to bring to life it's 2020 – 2025 Strategy, committing to an ambitious programme of transformation, introducing new Governance and styles of reporting, whilst continuing to improve our Business as Usual. Despite activity towards these projects being stymied by national funding issues, NABIS remains committed to delivering these before the end of the next Strategic term and our 2025 – 2030 objectives reflect this commitment.

What's Next

The NABIS Strategic Objectives will need high level financial investment. Working closely with the Forensic Capability Networks, Forensic Marketplace Strategic Programme, NABIS senior leadership can explore the future of forensic provision in the UK and understand the opportunities for process improvements.

APPENDIX B

Extract from the Section 22a Collaboration agreement

THE HOST FORCES

6.1 West Midlands Police Force and Greater Manchester Police Force have agreed to be the Host Forces for NABIS and shall share the responsibilities for the provision of the Host Services as set out in Schedule 1 albeit that West Midlands Police Force shall take the lead role in relation to the facilitation and the Host Forces and shall use best endeavours to ensure that the NABIS Activities are provided as further set out under the terms of this Agreement. The Policing Bodies and the Chief Officers of each Host Force have agreed as follows:

6.1.1 each Host Force will continue to provide all key services currently provided by that Host Force as at the date of this Agreement to enable NABIS to function within a legal structure and the services shall continue to be delivered in their present format, clearly recognising the need for clarity and safeguards for all parties involved; NABIS Collaboration Agreement June 2018
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6.1.2 each Host Force shall provide the services which are required to be provided by that Host Force as set out in Schedule 1, Part 3 to an equivalent standard to the standard which those services were provided to prior to the date of this Agreement;

6.1.3 there will be no change in the level of service that the Parties receive as at the date of this Agreement from NABIS;

6.1.4 to consent to and where necessary, to delegate authority for all of the actions of NABIS to the Head of NABIS;

6.1.5 to each of the Host Forces holding land for the benefit of NABIS and that the elected Policing Body for those Host Forces will enter into any required agreements for the holding or otherwise dealing with land for the benefit of NABIS;

6.1.6 to each Host Force employing all necessary staff required to be employed by that Host Force as set out in Schedule 7 who are required for the purposes of carrying out the functions of NABIS;

6.1.7 to enter into any necessary contracts and/or licences which are required for the purposes of performing those NABIS Activities to be carried out by the relevant Host Force and to comply with all necessary procurement Legislation in relation to the entering into of any such contracts and/or licences (as applicable);

6.1.8 that NABIS will function as a separate, independent business unit of the Host Forces and shall receive from each of the Host Forces (in relation to the hosting services provided by that Host Force), the provision of back and middle office services, including HR, Finance, ICT, Procurement and the provision of Legal Services which shall be provided by the Host Force to an equivalent standard to which they were provided prior to the date of this Agreement. Any departure from these provisions by any party to this Agreement as a result of the operational requirements of NABIS will be subject to an agreement between the Host Forces and the Head of NABIS.

6.2 It is agreed that the hosting arrangements from NABIS are a continuation of the hosting services that the Host Forces were providing prior to the date of this Agreement and as such the hosting arrangement represents business as usual as a continuation to this arrangement and not a fundamental change to the way NABIS and the Host Forces operate. The Host Forces shall provide the hosting services which are referred to in clause 6 in accordance with the standards of service that were provided by each of the Host Forces prior to the date of this Agreement.

6.3 If any one of the Host Forces wishes to withdraw from its role as a host force, the relevant Host Force shall serve a notice on the Parties to this Agreement setting out that it wishes to cease the hosting arrangement and the reason for this which shall be discussed at the next meeting of the Chief Constables' Council. In such circumstances the relevant Host Force shall cease its hosting arrangements on a date agreed between the Parties which shall be at least 12 months following the date of the meeting of the Chief Constables' Council at which the request to withdraw from the hosting arrangement is discussed.

6.4 If a Host Force serves a notice pursuant to clause 6.3 the Parties shall seek to find an alternative force or body to host such an arrangement (which may include transferring all of the hosting arrangements to the remaining Host Force) and the Parties shall amend the terms of this Agreement as appropriate to reflect the provisions of the new arrangement and the responsibilities to be agreed by that alternative hosting body or the additional hosting responsibilities to be taken on by the remaining Host Force. Where a Host Force withdraws from this Agreement, it shall discuss and seek to agree with the NABIS Governance Board whether:

6.4.1 there are any Assets which should be transferred to the alternative hosting body or the remaining Host Force; and NABIS Collaboration Agreement June 2018 not_I001\4058264\13 16

6.4.2 whether ownership of the NABIS Database or the IBIS System or the IBIS Database needs to transfer to an alternative party who is taking on the hosting responsibilities.

6.5 If the Parties are unable to find an alternative body to take on the responsibilities of the withdrawing Host Force then this Agreement shall terminate on a date to be agreed between the Parties.

6.6 A Host Force shall not incur any Liabilities as a result of its decision to withdraw from its role as a host force and any Liabilities incurred as a result of a Host Force Withdrawing From its role as a Host Force shall be dealt with in accordance with clause 18 and clause 20. For the avoidance of doubt, a Host Force shall be entitled to withdraw from its position as a host force and still continue to be a Party to this Agreement.

7. ACCOUNTABILITY AND DIRECTION AND CONTROL OF THE HEAD OF NABIS

7.1 The Parties acknowledge that the Head of NABIS was appointed following a Selection process run by the National Policing Lead in consultation with the Senior Responsible Officer.

7.2 The Parties agree that the responsibility for the Head of NABIS and Direction and Control in relation to the Head of NABIS shall be as follows:

7.2.1 the Head of NABIS shall be under the day-to-day management of the Senior Responsible Officer and shall be independent from the Host Forces in relation to the Head of NABIS' duties on a day to day basis and shall have no more accountability to one Police Force than to another Police Force and shall remain solely accountable to NABIS;

7.2.2 the Head of NABIS shall be under the Direction and Control of the Chief Officer of West Midlands Police Force (or the Chief Officer of such other Police Force who employs the Head of NABIS from time to time) pursuant to section 2 (3) of the Police Reform and Social Responsibility Act 2011;

7.2.3 the Chief Officer of West Midlands Police (or the Chief Officer of such other Police Force who employs the Head of NABIS from time to time) shall have responsibility for all disciplinary procedures in relation to the Head of NABIS and for all employment decisions in relation to the Head of NABIS and shall have regard to any feedback received from the NABIS Governance Board in relation to performance or other similar issues; and

7.2.4 the Head of NABIS shall be entitled to bring any employment claims directly against the Chief Officer of West Midlands Police (or the Chief Officer of such other Police Force who employs the Head of NABIS from time to time). The cost of this will be covered by the Chief Officers and Policing Bodies who are signatories to this Agreement in proportion to the Agreed Liability Share.

7.3 Save in relation to the Head of NABIS, where a person is seconded to NABIS or is employed or engaged exclusively in the delivery of the services in relation to NABIS that person shall be under the day to day operational management of the Head of NABIS but the Chief Officer who has appointed such person shall retain Direction and Control of such officers and members of police staff. The Parties agree that such persons shall not perform duties on the part of the Host Forces and shall be appointed solely to carry out duties in order to enable NABIS to achieve its requirements as further set out under the terms of this Agreement.

7.4 The Chief Officer of the Police Force by which a police officer or member of staff was appointed shall remain responsible for disciplinary proceedings and action, unsatisfactory performance and all pay (including pay increases), welfare, pensions contributions and other employment matters provided that (unless otherwise agreed and other than in relation to staff employed by the National Crime Agency and the Border Force) where a person is seconded or employed to work for NABIS, the Policing Body of that Police Force shall be reimbursed for all pay and associated costs.

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8. ASSETS

9.1 The Host Forces will, subject to clause 9.2 and clause 11, hold all Assets for the purposes of the NABIS Activities and shall, as far as is reasonably practicable, ensure that the Assets (whether owned by a Host Force or not) are sufficient for NABIS to meet its operational requirements. The Host Forces acknowledge that such Assets are to be used for the purposes of reducing national gun crime and that the Host Forces shall Not use any Assets which are held for the purposes of NABIS for their own operational benefit

Part 3 – Host Force Services to NABIS - Part A – Services provided by West Midlands Police

Each of the Host Forces shall continue to provide those services for the benefit of NABIS that it provided prior to the date of this Agreement, which are summarised below;

- The hosting of staff based at the Birmingham NABIS hub
- The provision of buildings for the Birmingham hub
- The provision of assets for the Birmingham hub
- The hosting of the NABIS Activities (save where this is a responsibility on Greater Manchester Police)
- HR support (incl L&D and Occupational Health)
- ICT
- Legal Services (where possible, and not in conflict between NABIS & the host force)
- Finance (incl Payroll, Procurement, Income and Insurance) including the holding of accounts
- Shared Services
- Scientific Support (Quality Assurance for UKAS accreditation)
- Health & Safety
- Professional Standards
- Corporate Services
- Property Services
- Fleet Services
- FOIA support