



HMIC Framework & Plan 2012/13

For consultation

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About this consultation

Scope of the consultation

Topic of this consultation:	HM Inspectorate of Constabulary framework and plan for 2012/13.
Scope of this consultation:	To seek views on HMIC's inspection framework and inspection programme.
Geographical scope:	England and Wales.
Impact assessment (IA):	N/A.

Basic information

To:	This consultation is principally aimed at government bodies, inspectorates and law enforcement agencies although members of the public may wish to respond.
Duration:	Responses are requested by 18 May 2012.
Enquiries:	Enquiries about this consultation should be submitted to: haveyoursay@hmic.gsi.gov.uk
How to respond:	Responses can be submitted online at: www.hmic.gov.uk
Additional ways to become involved:	This will be a purely written exercise.
After the consultation:	HMIC will consider responses in preparing the final plan which will be published later this year.

Background

Getting to this stage:	HMIC's role is set out in the Police Act 1996 and other legislation, subsequent amendments, regulations and the references set out in the footnotes contained within this document.
Previous engagement:	HMIC continually engages with government and the sector they regulate in order to inform their work programme.

How to respond to this consultation

This is a consultation document and HMIC is seeking views on whether we have:

1. developed a suitable inspection framework; and
2. identified the right areas to inspect in our 2012/13 programme.

Please submit your answer to these questions, together with any other comments, either by emailing haveyoursay@hmic.gsi.gov.uk, or by filling in the online form at www.hmic.gov.uk, no later than **Friday 18 May 2012**. If you prefer, you can post responses to Steve Blake, Chief Operating Officer, HMIC, 6th floor Globe House, 89 Eccleston Square, London, SW1V 1PN.

If you have a complaint or comment about HMIC's approach to consultation, you can register this at: <http://www.hmic.gov.uk/Pages/haveyoursay.aspx>

Introduction

The changing policing landscape

The advent of Police and Crime Commissioners (PCCs) in November, a Police Professional Body¹ in the same period and development of the National Crime Agency² (NCA) substantially change policing. HMIC is aligning itself to complement and support these changes.

Changes to HMIC

Core purpose

Our core purpose has not changed; we will inspect the efficiency and effectiveness of forces in England and Wales, as well as Northern Ireland and other specified national agencies.³ We will continue to inspect in the public interest. But our independence will be reinforced and we will have a new operating model.

Independence

The independence of the inspectorate will be reinforced this year by direct reporting to Parliament and new powers to require forces to provide information; to access police premises; and to publish our reports directly for the public (no longer through the Home Secretary).

New operating model – monitoring and inspection

A large proportion of HMIC's work will continue to involve the inspection and reporting on the forces in England and Wales. However, the manner in which we intend to do this will change.⁴ We will adopt a risk-based approach in which we will monitor forces⁵ and, in all but exceptional cases, we will only inspect:

- if we have been commissioned to do so by the Home Secretary – either specifically or through approval of our inspection programme; or
- if we have been commissioned to do so by a PCC (from November 2012).⁶

¹ Written ministerial statement to Parliament by the Home Secretary, 15/12/2011: "...I intend to create a new police professional body..." Hansard, C126WS.

² Details of the NCA can be found at <http://www.homeoffice.gov.uk/crime/nca/>.

³ Such as the Civil Nuclear Constabulary, British Transport Police, the Serious and Organised Crime Agency (to be replaced by the National Crime Agency) and HM Revenue and Customs.

⁴ The HMIC 'inspection framework' is defined within the Police Act 1996 as the manner in which the inspectorate proposes to carry out its functions of inspecting and reporting.

⁵ Home Secretary 23/5/11, Hansard, C716. Data used by HMIC for monitoring is published quarterly at www.hmic.gov.uk and www.police.uk

⁶ Although HMIC may charge PCCs reasonable costs for the inspections that they commission (2011 Act), the acceptance of a commission would be subject to HMIC capacity at the time.

In exceptional circumstance, we may also inspect if we judge there is an enduring risk to the public;⁷ we have done this in the past, but infrequently.

HMIC will provide comparative information on how forces are cutting crime, responding to the Comprehensive Spending Review (CSR) and transforming their services. Inspection reports will provide clear and concise information on the performance of forces, good practice and areas for improvement.

We have no power to compel forces to take action and will not be specifying in our reports how forces should conduct their business; this is a matter for Chief Constables. It will be for PCCs to hold Chief Constables to account for their performance. PCCs will prepare comments on HMIC's reports and arrange for these to be published.⁸

HMIC will be responsible for inspecting police authorities until they are abolished in November 2012. We will not be responsible for inspecting PCCs.⁹ PCCs will be accountable to the public and to Police and Crime Panels (PCPs).

New operating model – complaints, misconduct and appointments

HMIC will continue to monitor complaints and misconduct.¹⁰ We will continue to find external forces to investigate complaints if asked to do so by a police authority (and, potentially, by PCCs from November 2012). HM Inspectors will sit on misconduct and appeal panels for senior officers as required by legislation.¹¹

HMIC provides independent professional advice on the relative merits of applications for Chief Constable posts. This advice is used by the Home Secretary to determine which applicants are appointable and therefore should be put forward for consideration by the police authority (who then decides which applicant to appoint helped by access to our independent professional advice). From November 2012 appointments will be made by the PCC alone. HMIC will be available to assist PCCs with their search for candidates or with independent professional advice.

From November 2012, if a PCC intends to dismiss a Chief Constable, HM Chief Inspector will be required to write a report and issue this to the PCC, the Chief Constable and the PCP.¹²

⁷ Our judgements on risk are informed by comparative information published quarterly at www.police.uk and developed in consultation with the Association of Chief Police Officers (ACPO) and the Home Office.

⁸ This is a requirement of the Police Reform and Social Responsibility Act 2011.

⁹ HMIC will not be inspecting either the activities of individual PCCs or the corporations that carry the same name.

¹⁰ HMIC have a statutory duty to ensure they are kept informed about complaints and misconduct (Section 15, Police Reform Act 2002).

¹¹ See page 15 of this report for the references.

¹² See page 15 for details.

Inspection programme

We believe the inspection programme presented within this consultation is relevant and strikes a balance between the burden on forces and the risks to the public, taking into account the potential for improvement.

HMIC will continue to inspect counter terrorism and security-related issues. This includes multi-disciplinary work with other security agencies and is conducted on a confidential basis. We look at value for money and provide a measure of assurance about the Counter Terrorism Network, security and policing issues or key locations (e.g. Sellafield and Olympics). We review aspects of SOCA/NCA and HM Revenue and Customs (HMRC, criminal investigations).

HMIC will complete reviews to support the establishment of the new pillars of the national landscape, for example the NCA and the Strategic Policing Requirement.¹³

Some flexibility will be needed in the programme to accommodate change such as the potential for elected representatives to commission work from HMIC, or if risks to the public change during the course of the year. If the inspection programme changes substantially in-year, HMIC may issue an updated programme.

Planning assumptions

The inspection programme assumes that police efficiency and effectiveness has never been more important than it is now. It also assumes that the core purpose of policing is to reduce crime, and the expectation that forces will balance their budgets whilst 'protecting and improving frontline services'.¹⁴

Burden of bureaucracy and regulation

We will actively seek to assist police forces to succeed in achieving their goals by, for example, streamlining activities, removing unnecessary barriers - including bureaucracy – and freeing up the front line.

HMIC is committed to reducing any unnecessary burden of inspection on forces. We will therefore:

- review bureaucracy and other barriers that inhibit the police from crime fighting; and
- inspect on a risk basis and, where possible, consult the sector on our inspection methodologies.

Furthermore, we will be auditing the cumulative costs of those regulators that affect the police sector (including ourselves) with a view to rationalising and reducing compliance costs.

¹³ See the Shadow Strategic Policing Requirement, Home Office, 16 November 2011, <http://www.homeoffice.gov.uk/publications/police/pcc/shadow-spr>

¹⁴ Home Secretary, March 2011

The vast majority of information requests to forces from HMIC are for information that we would reasonably expect forces to gather in order to manage their business properly for the public.

Reform

During this year we will be engaging with PCCs to outline the support that we can provide and help them understand what they might expect from us.

We will support the Police Professional Body, the NCA and the new Information Technology Company (ITCO) as these bodies emerge by providing an analysis of police standards, strategy, serious and organised crime capability and information on variation in force IT costs.

HMIC is well placed to take forward its new operating model and inspection programme. We are uniquely able to do this not just because of our knowledge of policing, but also through a willingness to look at issues in an objective and dispassionate way from outside the culture of policing.

About this plan

The inspection framework and the programme set out within this plan will be published following approval by the Home Secretary in accordance with the Police Reform and Social Responsibility Act 2011.

The results of the consultation will be made available on HMIC's website at www.hmic.gov.uk/consultations.

HMIC's core purpose and objectives

HMIC's core purpose

HMIC inspects and reports on the efficiency and effectiveness of police forces and specified national police agencies.

HMIC's objectives

HMIC's overall objective: *provide, in the public interest, independent, professional assessments of police efficiency and effectiveness for the public, their elected representatives and the police.*

Through this objective HMIC:

- Provides the public with independent assurance that the risks to them from crime and anti-social behaviour (ASB) are being tackled efficiently and effectively; and that the system as a whole is operating with integrity.
- Provides elected representatives and governing bodies responsible for holding Chief Constables to account with an independent source of information.
- Enables the police to see where and how they might improve.

Sub-objective 1: *Inspect efficiency and effectiveness of 43 forces*¹⁵

In order to minimise any unnecessary burden on forces from inspection, HMIC decides what, when and how to inspect using a risk based inspection framework – see box on the next page.

Sub-objective 2: *Support governing bodies with senior appointments and misconduct cases*

Until November 2012, provide police authorities with an independent, professional assessment of the relative merits of Chief Constable applications.

If requested, assist police authorities (and PCCs) in identifying complaint investigators.¹⁶ Note that HMIC does not investigate complaints against individual officers or members of governing bodies.

If a PCC is seeking to remove a Chief Constable, HM Chief Inspector is to provide a report to the PCC, Chief Constable and PCP. The PCP may additionally seek a professional view from HMIC.

¹⁵ These are the 43 forces in England and Wales which are funded by the Home Office.

¹⁶ This may arise where the appropriate authority has decided that a complaint is neither of a nature that needs referring to the IPCC nor suitable for local resolution.

HMIs may be called upon to sit on appeals panels for senior officers and, from November 2012, also sit on the 'misconduct hearings'.

Sub-objective 3: *Inspect efficiency and effectiveness of specified national agencies and other forces*

HMIC also inspect various other policing bodies in England and Wales and beyond. The list of these organisations and the basis for inspection is set out at **Annex A**.

Sub-objective 4: *Improve the efficiency and effectiveness of regulation*

Further develop risk-based inspection and HMIC's role in the new policing landscape. Improve HMIC's own efficiency and effectiveness.

Provide a 'gateway' for all regulators of policing, to reduce the cumulative impact of inspection and audit.

HMIC's risk-based framework for force inspections:

1. Monitor police force efficiency and effectiveness.
2. Through monitoring, identify aspects of policing to inspect on the basis of risk (annually and in-year).
3. In all but exceptional cases, we will only inspect if commissioned to do so by the Home Secretary or (from November 2012) a PCC. In exceptional circumstances we may also inspect if we judge there is an enduring risk to the public.
4. Report:
 1. inspection findings to the public and PCCs (and authorities in the transition period);
 2. serious concerns about performance to the Home Secretary;
 3. accounting officer issues to the Permanent Secretary; and
 4. an assessment of the efficiency and effectiveness of police to the Secretary of State and Parliament.
5. Monitor PCCs' responses to HMIC reports and feed into (1) above.

Areas to inspect may also be identified through:

1. Annual consultation on HMIC's proposed business plan – which includes a list of inspection programmes and projects; and on the joint Criminal Justice System (CJS) inspection programme.

Equality and diversity

HMIC is committed to equality and diversity, including improving outcomes for protected groups. In support of this we will:

- Monitor and maintain a good workforce representation.
- Ensure all our staff are aware of obligations under the Public Sector Equality Duty.
- Within all our inspections, give consideration to inequality and where identified make recommendations to improve experiences for protected groups. These recommendations will be published within our inspection reports.

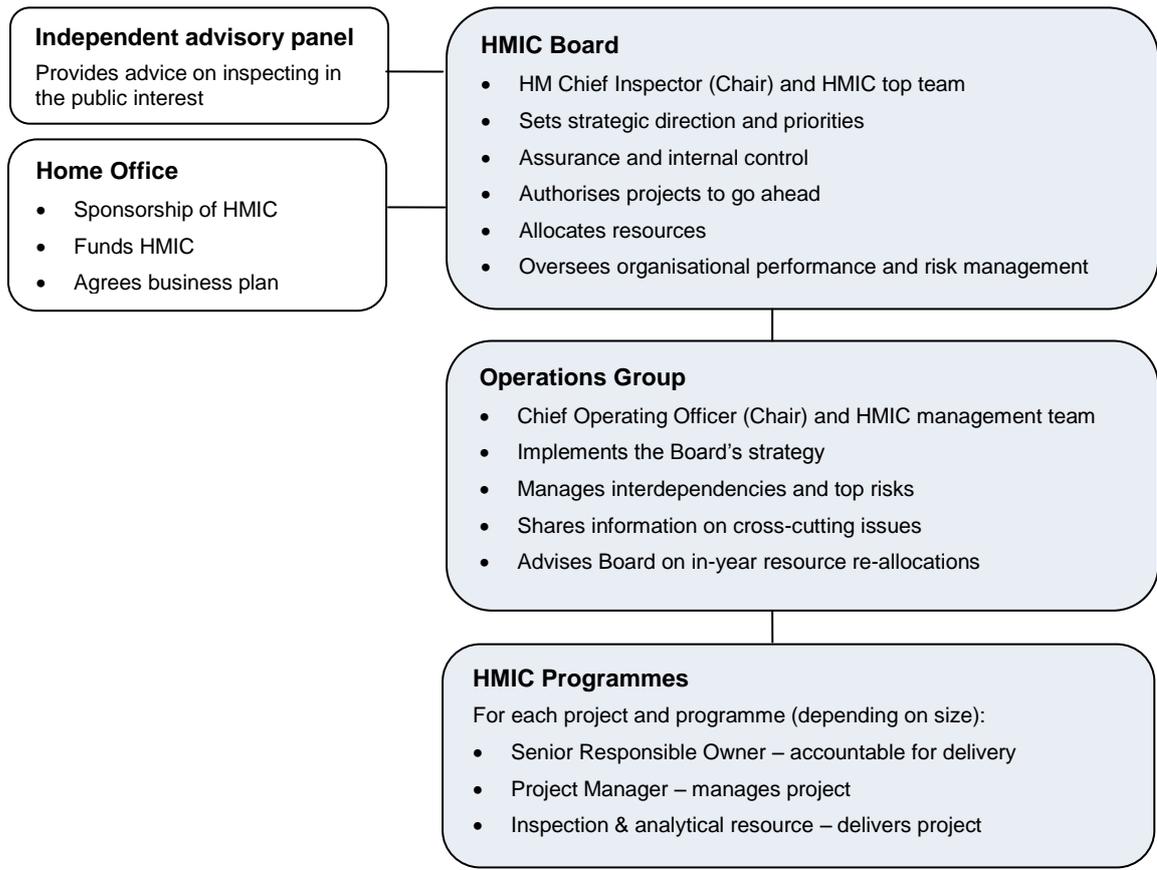
HMIC's new operating model

HMIC's new operating model comprises an operating platform which sets out how HMIC is organised; a structure of governance led by the HMIC Board and supported by an independent advisory panel; and two key processes (monitoring and inspection; and police leadership recruitment, misconduct and dismissal).

HMIC's operating platform (how HMIC is organised)

HMIC Operating Platform	
Strategy HMIC Board, Independent Advisory Panel, Secretariat	
Inspection teams Teams organised by region <ul style="list-style-type: none"> Northern Region Eastern Region Western Region London & National 	National programmes <ul style="list-style-type: none"> Thematic programmes (e.g. VfM, Integrity) National police agencies (Counter Terrorism, Serious & Organised Crime, HM Revenue & Customs, Olympics, British Transport Police) Criminal justice joint programme
Research & analysis Monitoring data, value for money data, analysis of inspection findings	
Project & programme management <ul style="list-style-type: none"> Business planning and programme management Project management, knowledge management, quality control, stakeholder engagement 	
Support services <ul style="list-style-type: none"> Publications, web and media Financial control, procurement, human resources and ICT 	

HMIC's governance structure



HMIC key processes

HMIC has two key processes: monitoring and inspection; and police leadership recruitment, misconduct and dismissal.

Key process (1) - monitoring and inspection		
	Requirements	HMIC Process
1.	Inspect & report on efficiency and effectiveness 1996 Act Section 54(2) – all forces	<p>HMIC to:</p> <ol style="list-style-type: none"> 1. Monitor police force efficiency and effectiveness. 2. Through monitoring, identify aspects of policing to inspect on the basis of risk (annually and in-year). 3. In all but exceptional cases, we will only inspect if commissioned to do so by the Home Secretary or (from November 2012) a PCC. In exceptional circumstances we may also inspect if we judge there is an enduring risk to the public. 4. Report: <ol style="list-style-type: none"> 1. inspection findings to the public and PCCs; 2. serious concerns about performance to the Home Secretary; 3. accounting officer issues to the Permanent Secretary; and 4. an assessment of the efficiency and effectiveness of police to the Secretary of State and Parliament. 5. Monitor PCC's responses to HMIC reports and feed into (1) above. <p>Areas to inspect may also be identified through:</p> <ol style="list-style-type: none"> 1. Annual consultation on: HMIC's proposed business plan – which includes a list of inspection programmes and projects; and the joint Criminal Justice System (CJS) inspection programme. 2. Commissions from the Home Secretary (e.g. Olympics) and, from November 2012 commissions from PCC. <p><i>Transition arrangements: read 'authorities' for 'PCCs'.</i></p>
2.	<p>Monitor police</p> <ul style="list-style-type: none"> • “HMIC will monitor forces and escalate serious concerns about performance to ministers” – Home Secretary 23/5/11 Hansard C716 • Specifically, complaints and misconduct –Police Reform Act 2002 Section 15 • Permanent Secretary as accounting officer – Public Accounts Committee 29/2/12 Hansard 	
3.	Consult on an annual inspection plan – 1996 Act Schedule 4A as amended by 2011 Act	
4.	To conduct inspections for PCCs – 1996 Act Section 2 as amended by 2011 Act	
5.	Risk based inspection - Ref :10 principles of inspection	
6.	Report publicly on inspection findings and send reports to PCCs – 1996 Act Section 54(4) as amended by 2011 Act	
7.	PCC to publish response to HMIC reports – 1996 Act Section 55(5) as amended by 2011 Act	
8.	Publish an annual report including HMCIC assessment of efficiency and effectiveness to the Secretary of State and Parliament – 1996 Act Section 54(4) as amended by 2011 Act	

Key process (2): leadership recruitment, misconduct and dismissal

	Requirements	HMIC Process
1.	<p>Appointments</p> <p>PCC to appoint Chief Constable for a police area –Police Reform and Social Responsibility 2011 Act Section 38</p>	<p>HMIC to:</p> <ol style="list-style-type: none"> 1. Until November 2012, provide police authorities with an independent, professional assessment of the relative merits of Chief Constable applications. HMIC will be available to assist PCCs with their search for candidates or with independent professional advice. 2. If requested, assist police authorities (and PCCs) identify complaint investigators – see <i>note below</i>. 3. HMIs will sit on misconduct panels for Chief Constables and other ACPO ranks. 4. HMIs will sit on appeals panels for ACPO ranks. 5. If a PCC is seeking to remove a Chief Constable, HM Chief Inspector is to provide a report to the PCC, Chief Constable and Police and Crime Panel (PCP). The PCP may additionally seek a professional view from HMIC. <p><i>Notes:</i></p> <p><i>No 2 above is not a requirement but may arise where the appropriate authority has decided that a complaint is neither of a nature that needs referring to the IPCC nor suitable for local resolution.</i></p> <p><i>See ‘Key Process (1)’ (p.14) with regard to monitoring which will include complaints and misconduct.</i></p>
2.	<p>Complaints</p> <p>Duty of HMIC to ensure they are kept informed about all matters of complaints and misconduct in a police force – Police Reform Act 2002 Section 15.</p>	
3.	<p>Misconduct</p> <p>Proceedings for Chief Constables – HMI will sit on panels for meetings and hearings – Police (Conduct) Regulations 2008 Section 26. Hearings cover the more serious cases.</p> <p>For other ACPO ranks, HMI will sit on panels for hearings – Police (Conduct) Regulations 2008 Section 27. From November 2012, HMIs will also sit on the meetings – Police (Performance and Conduct) Amendment Regulations 2011.</p> <p>For all ACPO ranks (inc Chief Constables), HMI will sit on any police appeals tribunal – Police Act 1996 Schedule 6 Section 1 as amended.</p>	
4.	<p>Dismissal of a Chief Constable</p> <p>If a PCC is proposing to call upon a Chief Constable to retire or resign the HM Chief Inspector of Constabulary will provide written views on the ground of dismissal – Police (Amendment) Regulations 2011.</p> <p>The PCP may consult HM Chief Inspector of Constabulary before making a recommendation to the PCC on the dismissal of a Chief Constable – Police Reform and Social Responsibility Act 2011 – Schedule 8.</p>	

HMIC values

Integrity – we act with the utmost integrity in all that we do.

Inclusive – we value difference and treat everyone with respect.

Innovative – we are creative, resourceful and inventive.

Independent – we are objective, fair and impartial.

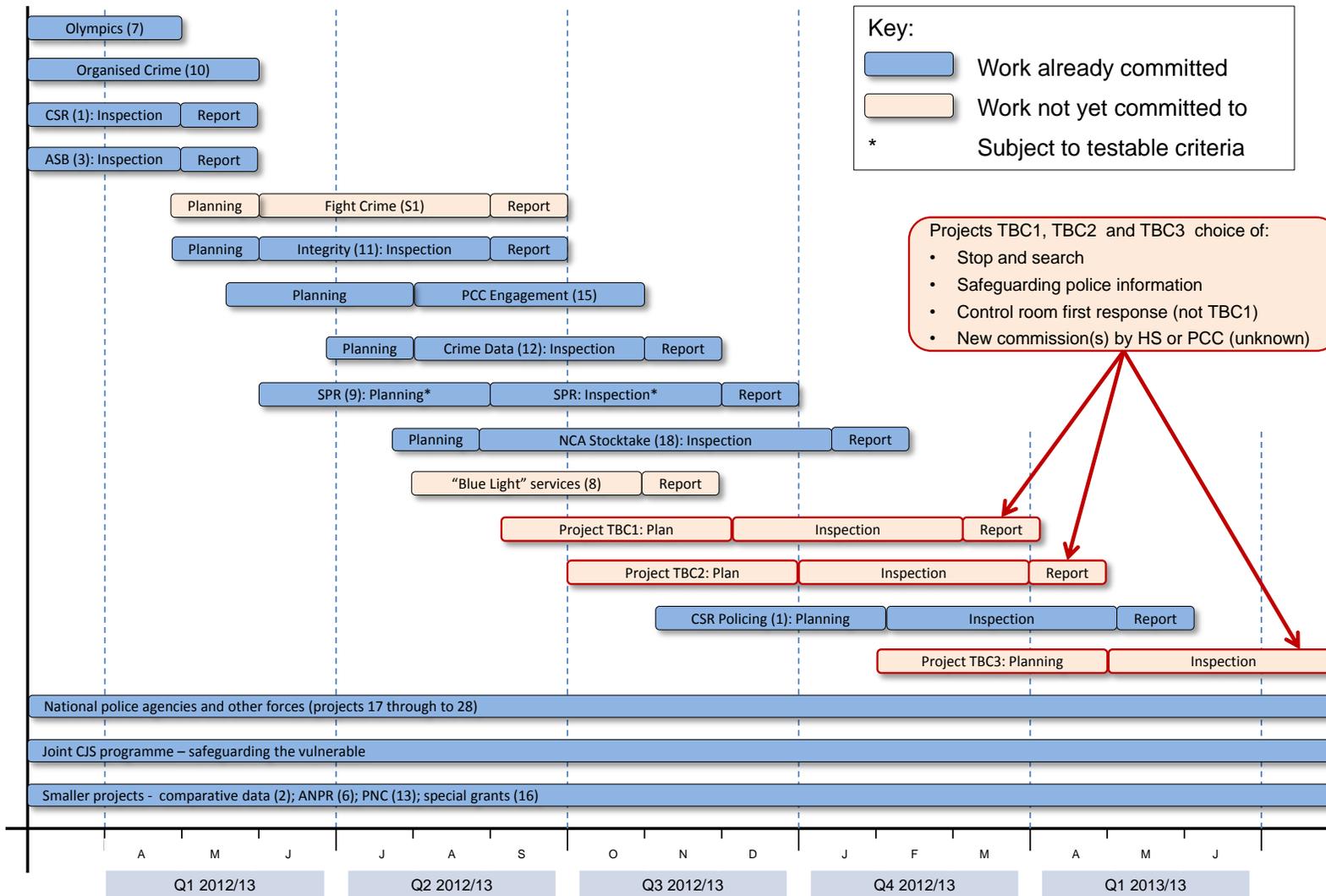
Improving – we constantly seek to develop and enhance ways of working.

Inspection programme – Summary

	Projects already committed	Projects not yet committed
Large	<ul style="list-style-type: none"> • CSR policing (1) • ASB (3) • Strategic Policing Requirement (9) • Police Integrity follow up (11) • Data Integrity follow up (12) • Safeguarding the Vulnerable (Joint programme) • National police agencies & other forces (18 to 29) 	<ul style="list-style-type: none"> • Fighting Crime (Scoping 1) • Stop and Search (Scoping 3) • Control Room First Response (5) • Commissions – from Home Secretary or (from November 2012) PCCs (Unknown)
Medium	<ul style="list-style-type: none"> • Risk monitoring (4) • Senior appointments, honours, misconduct (14) • Transition to PCCs (15) • Bureaucracy gateway (30) • Rape of Children (Scoping 4) • NCA Stocktake (18) 	<ul style="list-style-type: none"> • Safeguarding Police Information (Scoping 2) • Police leadership and culture (Scoping 5) • Olympics (7) (could be small, medium or large)
Small	<ul style="list-style-type: none"> • Comparative data (2) • Blue Light Services (8) • Organised Crime (10) • Police National Computer (PNC) (13) • Special grants (16) • HMIC change programme (31 to 33) 	<ul style="list-style-type: none"> • Automatic Number Plate Recognition (ANPR) Review (6)

Numbers in brackets refer to projects detailed on pages 19ff.

Inspection programme – Summary schedule



Inspection programme – Detail

Programme 1:

Inspect Efficiency and Effectiveness of the Police in England and Wales (61%)¹⁷

Project	Description	Dates
1.1 Value for Money (16%)		
1. CSR Policing	An assessment of police forces' preparedness to deliver the value for money challenge.	Ongoing
2. Comparative data	Crime and Policing Comparator: update the crime, ASB, cost and workforce data on the HMIC website. Value for Money Profiles: comparisons in a printable format.	Quarterly Annually: (November)
1.2 Crime and Quality (12%)		
3. ASB 2012 (re-visit)	To provide the public with an independent view on how well each force deals with anti-social behaviour.	In progress. Due for completion in June 2012
4. Risk monitoring	Monitor police efficiency and effectiveness, identify aspects of policing to inspect on the basis of risk and report: inspection findings to the public and authorities / PCCs, serious concerns about performance to the Home Secretary; accounting officer issues to the Permanent Secretary; and an assessment of the efficiency and effectiveness of police to the Home Secretary and Parliament. Monitor PCCs' responses to HMIC reports.	Ongoing during 2012/13
5. Control Room First Response	A national assessment of contact management, looking at initial threat, risk and vulnerability, identification of victims and locations, response and deployment of officers, and supervision and management of call takers / handlers.	Second half of 2012 – TBC
6. ANPR Review	An assessment of all forces use and management of Automatic Number Plate Recognition (ANPR) systems.	During 2012/13
1.3 Strategic Policing Requirement (17%)		
7. Olympics	To provide advice and support to the Olympic Security Directorate on policing of the 2012 Olympic and Paralympic Games.	In progress. Due for completion April 2012.

¹⁷ The percentages shown in brackets provide an indication of the proportion of HMIC resource dedicated to each set of activities (figures are rounded). These figures are provisional.

8. Blue Light Services (Police, Fire, Ambulance)	Assessing Blue Light Services interoperability, in particular the ability of the emergency services to protect the public and save life.	Late 2012
9. Strategic Policing Requirement	Risk-based inspection.	Winter 2012
10. Organised Crime	To carry out consultative and quality assurance functions on the ACPO peer review of regional organised crime responses.	In progress. Due for completion in May 2012
1.4 Police Integrity (7%)		
11. Police Integrity Report (follow-up)	Following HMIC's December 2011 report, a reassessment of the integrity of police relationships with the media and others.	August to October 2012
12. Data Integrity: Crime and Incident Data Recording (follow up)	Following HMIC's January 2012 report, review progress on the quality of data and the management arrangements in place for data assurance.	Late 2012
13. PNC	To examine non Police Users of the Police National Computer (PNC); to the same standard as police forces.	Commences April 2012
1.5 Safeguarding the Vulnerable (Joint Inspection Programme) (9%)		
<p>HMIC's joint inspection programme with Her Majesty's Crown Prosecution Service Inspectorate, Her Majesty's Inspectorate of Probation and Her Majesty's Inspectorate of Prisons is subject to separate public consultation. The latest published plan, covering the period 2011-13, is available via the following link:</p> <p>http://www.hmic.gov.uk/media/criminal-justice-joint-inspection-business-plan-2011-13.pdf</p>		

Programme 2:

Police Governance and Leadership (4%)

2.1 Governance and Leadership (4%)		
14. Senior Appointments / Honours / Misconduct Cases	To support the senior appointments process, honours nominations and involvement in misconduct cases.	Ongoing / as required
15. Transition to Police and Crime Commissioners (PCCs)	To provide assurance that the police service is ready for the introduction of PCCs and that the level of service currently provided will be maintained or improved.	In progress. Due for completion in May 2013
16. Special Grants	Provide advice to the Home Office on the operational aspects of police authority applications for special grants (unforeseen & exceptional expenditure)	As required
17. Police Professional Body	Support establishment of the new body by, for example, identification of good practice.	From November 2012

Programme 3:

Inspect Efficiency and Effectiveness of National Police Agencies and Other Forces (15%)

3.1 Inspection of National Agencies (12%)		
18. SOCA/NCA stocktake	To support the transition process leading to the creation of the National Crime Agency in 2013.	During 2012/13
19. NABIS (re-visit)	A re-visit inspection of the National Ballistics Intelligence Service.	During 2012/13
20. National Domestic Extremism Unit NDEU (re-visit)	Following HMIC's February 2012 report, to audit the undercover policing NDEU intelligence database.	Early 2012/13
21. Security / terrorism / policing overlaps	Inspection of overlapping areas of national importance.	As required
22. HMRC Professional Standards	An inspection of HMRC's capability to identify, investigate and prevent internal criminal activity.	In progress. Due for completion in April 2012
23. HMRC Inspection Programme	To inspect the effectiveness and efficiency of HMRC.	During 2012/13
3.2 Inspection of other UK Forces (2%)		
24. PSNI Inspection Programme	To inspect the effectiveness and efficiency of the Police Service of Northern Ireland (PSNI).	During 2012/13
25. British Transport Police (BTP) Inspection Programme	To inspect the effectiveness and efficiency of the BTP.	During 2012/13
26. Civil Nuclear Constabulary Inspection Programme	To deliver independent advice to the Department of Energy and Climate Change (DECC) on improvements that can be made to civil nuclear security.	During 2012/13
27. Vintage Deployment	A review of the deployment of Ministry of Defence Police armed officers at Critical National Infrastructure sites in England and Scotland.	In progress. Due for completion in May 2012
28. Ministry of Defence Police (MDP) Inspection Programme	To inspect the effectiveness and efficiency of the MDP.	During 2012/13
3.3 Inspection of other Forces (1%)		
29. British Crown Dependencies and British overseas territories	Inspect if required.	If required

Programme 4:

Improve the Efficiency and Effectiveness of Regulation (4%)

4.1 Reducing Bureaucracy (2%)		
30. Gateway	To co-ordinate planned inspection / regulation activity and reduce the bureaucratic demands on police forces within each individual inspector's / regulator's statutory framework	Ongoing during 2012/13
4.2 HMIC Change Programme (2%)		
31. Develop HMIC's role for the new policing landscape	PCC commissioned inspections, new processes for Chief Constable appointments / misconduct (see project 15), monitoring complaints (see scoping work) and inspection of SOCA during its transition to the NCA (see project 18). Develop HMIC's approach to risk based inspection (see project 5). Preparing to work with the new Police Professional Body as required.	Ongoing through 2012/13
32. Regional relationships with senior stakeholders during transition to PCCs	To engage with regional stakeholders in the lead up to the introduction of PCCs in November 2012 and in the period immediately beyond.	In progress. Due for completion in May 2013
33. Improve HMIC's efficiency and effectiveness	Further develop business systems (planning, inspection process, monitoring, corporate support – IT). People development (stakeholder relations, HMIC skills)	Ongoing through 2012/13

Further scoping work

The inspection programme set out on previous pages provides a relatively full programme for HMIC in the first half of the year 2012/13. This leaves some flexibility (approximately 16% of HMIC's resource)¹⁸ to scope additional projects, undertake some additional projects and / or examine issues that arise in-year.

Projects that HMIC are scoping that may subsequently take place in 2012/13:

1. *Fighting crime in the age of austerity* – recorded crime data indicates increases in certain categories of theft and robbery (the year to December 2012).
2. *Police Leadership and Culture* – implications for service delivery.
3. *Safeguarding Police Information* – as a result of the issues raised from our recent work around integrity published in *Without fear or favour* in December 2011, and the matters being exposed in the course of other reviews and enquiries into phone hacking and relations with the media.
4. *Stop and Search* – the efficacy of the tactic.
5. *Rape of Children* – our report *Forging the links* published in February 2012 revealed an increase in the numbers of rapes of children – a subject of concern which we said we will return to in future inspections.
6. *Rehabilitation of Prisoners* – potential inspection of work to rehabilitate those offenders held in prison for terrorism act offences.

Projects that HMIC are considering scoping that are more likely to take place after 2012/13:

7. *Counter Terrorism Policing* – efficiency and effectiveness in areas to be scoped.
8. *Children's Safeguards* – being scoped jointly with Ofsted and other inspectorates.
9. *Visible / Local Policing* – efficiency and effectiveness of visible / local policing.
10. *Skills in Policing* – trends in skills development over time and the impact on efficiency and effectiveness.
11. *Volunteering (Special Constables)* – the extent to which forces are drawing on the capacity and capabilities through volunteering.
12. *Corruption in Prisons* – conducted jointly with HM Inspectorate of Prisons.
13. *Complaints* – future development of HMIC's role with regard to monitoring complaints about police misconduct and issues of direction and control.
14. *Cyber Information and Security* – efficiency and effectiveness of police work to protect the public.

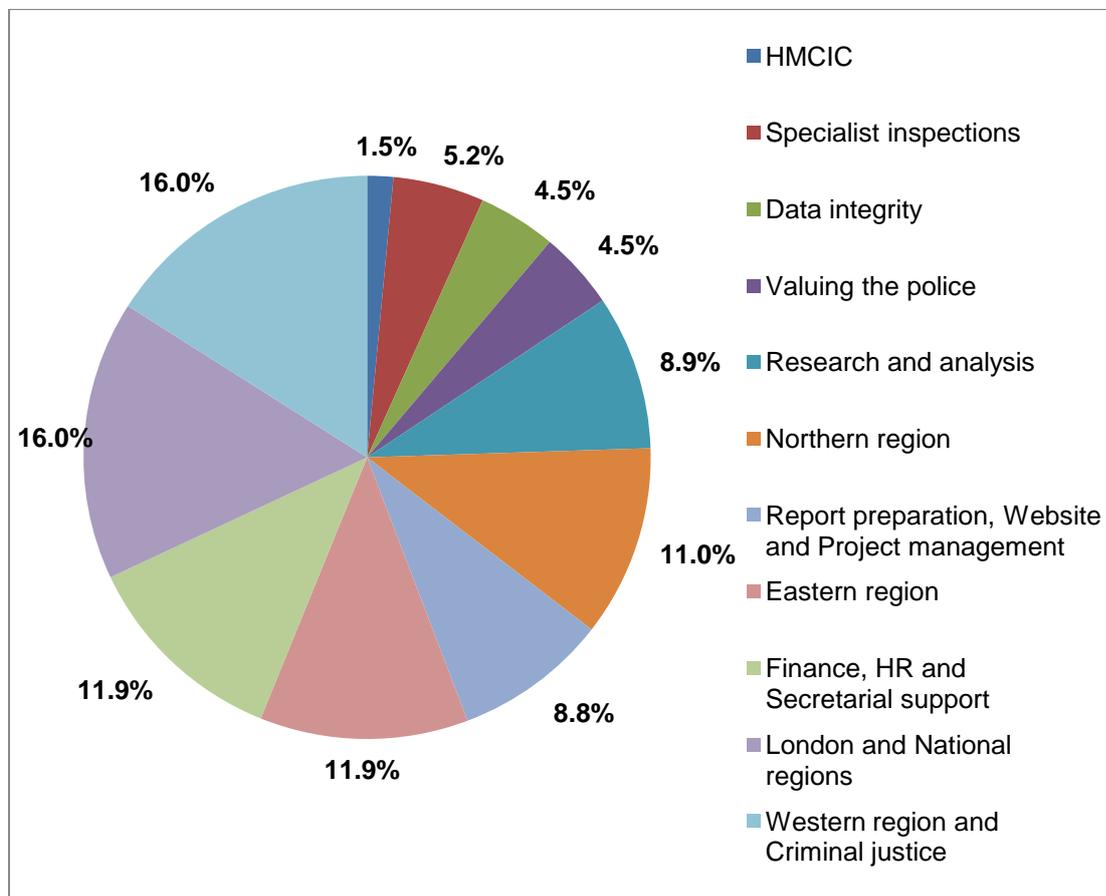
¹⁸ Subject to confirmation of HMIC's budget for 2012/13.

Resources

People

HMIC divides its staff into inspection teams (which are associated with a specific geographic region or programme) and support services (comprising research and analysis, human resources (HR), finance and other corporate functions).

The following chart shows what proportion of staff we plan to allocate to each area in 2012/13.



HMIC engages a mix of staff on a variety of different contractual terms. Some of our staff are permanently employed, some are short-term specialist appointees (HMIC calls these staff 'Associates') and others are seconded directly from police forces or other agencies. This allows us to respond quickly and efficiently to changing requirements and new commissions and we plan to retain this mix for 2012/13

This plan has been agreed by the HMIC Board and takes account of our priorities, the planned programme of work for 2012/13 and the phased reduction in our budget over this spending review period (see 'Budget' section below, which also contains details of our headcount totals).

Budget

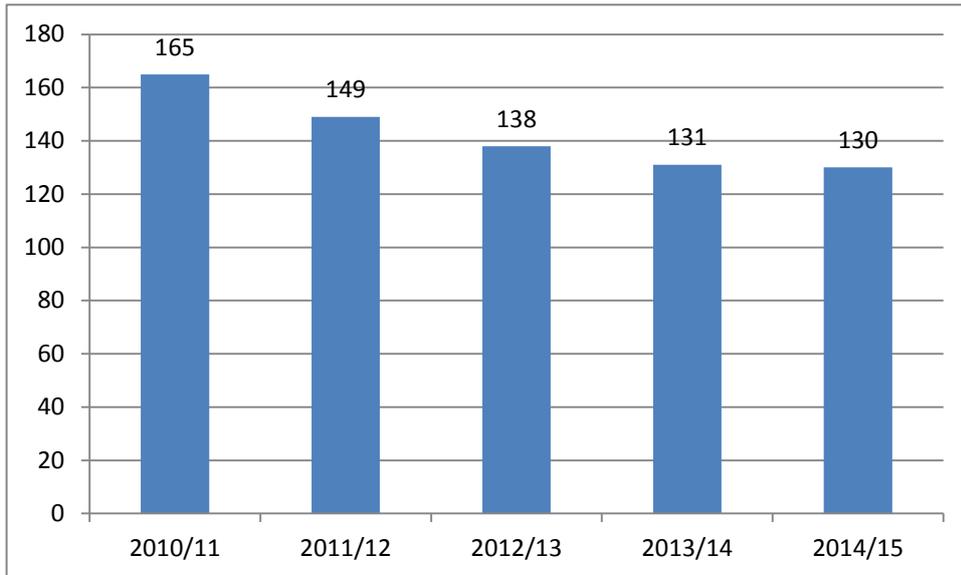
HMIC's budget for 2011/12 is £13.8m (a reduction of 5.3% on 2010/11). We have plans in place to reduce this further, to £12.3m by 2014/15, as the following table shows.

	2011/12	2012/13	2013/14	2014/15
Pay costs	10,955,000	10,685,000	10,159,000	9,940,000
Non pay costs	3,695,000	3,021,000	2,932,000	3,070,000
Income (from chargeable inspections) ¹⁹	-849,000	-813,000	-700,000	-700,000
Total Home Office Resource Funding	13,801,000	12,893,000	12,391,000	12,310,000

HMIC projected budget 2011/12–2014/15 (£)

In 2011/12, some of the savings were made in HMIC's accommodation budget, and result from an exercise to reduce the number of regional offices. However, because most of our budget relates to staff employment costs, savings between 2011/12 and 2014/15 will predominantly be made by reducing headcount – a process which we started in 2009/10, as the following chart illustrates.

¹⁹ These income figures do not include any income that might arise from inspections commissioned by PCCs, for which HMIC may make reasonable charges.



HMIC projected headcount 2010/11 – 2014/15

The oversight and implementation of the HMIC budget and workforce plan is the responsibility of the HMIC Operations Group. This group monitors progress each month through key metrics covering budget, headcount, workforce mix and diversity. Key issues and risks are escalated to the HMIC Board. This is subject to further development work.

Annex A: HMIC legislative requirements

Below is an outline of the forces HMIC inspects. The table highlights what HMIC's statutory basis is for inspection, how the inspection is funded and details of any reports HMIC is required to publish.

Areas for inspection	Legislation	Mandatory/ Voluntary Inspection	Reports	Inspection charges
43 forces in England & Wales	Police Reform & Social Responsibility Act 2011	Mandatory	In the public domain	N/A <i>NB – PCC can request bespoke inspections</i>
British Transport Police (BTP)	Railways & Transport Act 2003	Mandatory inspection 'from time to time'	Report to Secretary of State and will then be published	Authority pays HMIC
Her Majesty's Revenue & Customs (HMRC)	Commissioners for Revenue & Customs Act 2005	Voluntary 'may...'	Report to Chancellor of the Exchequer and then report published BUT HMIC to mention inspection of HMRC in its annual report	HMRC pays HMIC
Civil Nuclear Constabulary (CNC)	Energy Act 2004	Mandatory inspection 'from time to time'	Report to Secretary of State and will then be published	CNC Police Authority pays HMIC
Ministry of Defence Police (MDP)	Ministry of Defence Police Act 1987	Mandatory 'shall inspect...'	Report to Secretary of State and will then be published	By practice we do request payment
Royal Navy Royal Military Royal Air Force	Armed Forces Act 2006 (as amended by the 2011 Act) – Not yet commenced	Inspections of service police investigations	Report to Secretary of State and they shall lay it before Parliament	<i>Still under discussion but the intention is the MOD will pay HMIC</i>
Police Service of Northern Ireland (PSNI)	Police Northern Ireland Act 1998 (as amended by Police NI Act 2000)	Mandatory At least once every year	Report to Department of Justice (DOJ)	DOJ pay HMIC
SOCA (to be replaced by new arrangements for the NCA)	Serious Organised Crime and Police Act 2005	Mandatory inspection 'from time to time'	Report to Secretary of State	HMRC pays by agreement with HMIC

Annex B: Consultation code

The Consultation follows the Government's *Code of Practice on Consultation* – the criteria for which are set out below:

Criterion 1 – When to consult – Formal consultation should take place at a stage when there is scope to influence the policy outcome.

Criterion 2 – Duration of consultation exercises – Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.

Criterion 3 – Clarity of scope and impact – Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.

Criterion 4 – Accessibility of consultation exercises – Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.

Criterion 5 – The burden of consultation – Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.

Criterion 6 – Responsiveness of consultation exercises – Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.

Criterion 7 – Capacity to consult – Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

The full Code of Practice on Consultation is available at:

<http://www.berr.gov.uk/whatwedo/bre/consultation-guidance/page44420.html>

Annex C: Responses: Confidentiality & disclaimer

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want other information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on HMIC.

HMIC will process your personal data in accordance with the DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

Other formats

You should also contact HMIC as set out on page 3 of this document should you require a copy of this consultation paper in any other format.

Annex D: Acronyms

ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
ASB	Anti-social Behaviour
BTP	British Transport Police
CJS	Criminal Justice System
CNC	Civil Nuclear Constabulary
CSR	Comprehensive Spending Review
DECC	Department of Energy and Climate Change
DPA	Data Protection Act
FOIA	Freedom of Information Act
HMCIC	Her Majesty's Chief Inspector of Constabulary
HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	Her Majesty's Revenue and Customs
HO	Home Office
HR	Human Resources
ICT	Information Communications Technology
IPCC	Independent Police Complaints Commission
IT	Information Technology
ITCO	Information Technology Company
MDP	Ministry of Defence Police
MDPGA	Ministry of Defence Police and Guarding Agency
MPS	Metropolitan Police Service
NCA	National Crime Agency
NDEU	National Domestic Extremism Unit
NPIA	National Policing Improvement Agency
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PNC	Police National Computer
PPB	Police Professional Body
PSNI	Police Service of Northern Ireland
SOCA	Serious and Organised Crime Agency
SOS	Secretary of State
SPR	Strategic Policing Requirement
TBC	To be confirmed