



Her Majesty's Inspectorate of Constabulary in 2009/10

A report on the work of HMIC in the year from
01 April 2009 to 31 March 2010
by HM Chief Inspector of Constabulary,
Sir Denis O'Connor

October 2010

© HMIC 2010

www.hmic.gov.uk

ISBN: 978-1-84987-367-3

Contents

<i>Foreword</i>	3
1. Major HMIC work and reports in 2009/10	6
2. Equality and Diversity	11
3. HMIC use of resources in 2009/10	13
4. HMIC staff in 2009/10	15
ANNEX 1 HMIC's performance in 2009/10 against the objectives sets out in the 2009/11 business plan	17
ANNEX 2 Detailed breakdown of the use of HMIC staff resources in 2009/10	19

Foreword

The period covered by this annual report – the financial year 2009/2010 – was a time of significant change and challenge both for Her Majesty's Inspectorate of Constabulary (HMIC) and for the Police Service in England and Wales, which it has inspected for more than 150 years.

The Green Paper published in 2008 by the previous Government – *From the neighbourhood to the national; policing our communities together* – proposed a fresh approach for HMIC, characterising it as a 'fierce advocate and more explicit guarantor of the public interest' in policing.

As a consequence, we moved from our traditional role as an essentially police-facing, professional inspectorate – offering discreet advice to chief officers and police authorities, and to Government – to providing a more public-facing assessment of the Service for, and on behalf of, the public.

During the year 2009/10 we acted as an inspector and a regulator, assessing the performance of forces and drawing attention to enduring under-performance that put the public at unacceptable risk. Where appropriate, we advised forces, their authorities and the Home Office on the level of assistance or intervention that might be required. We had a period of sustained engagement with the Nottinghamshire force and authority.

We brought our new public-facing approach to bear on aspects of policing that were of public interest, at all levels of the Service. At the local level, we looked at police responsiveness – including the response to 999 and other calls, and the needs of victims in all forms – and the policing of protest.

We also conducted research into the experiences of 765 repeat victims of anti-social behaviour (ASB) and by March 2010 we were also able to present evidence about the difficulties some police forces face in identifying repeat and vulnerable victims of ASB when they called the police. This paved the way for our substantial work on ASB in 2010/11.

We inspected the way forces provided specialist services to tackle major threats and risks to public safety – ranging from counter-terrorism policing, through joint working to tackle organised crime, to the readiness of forces to deal with civil emergencies. These are known as the ‘Protective Services’.

We also published the most comprehensive data yet seen on value for money in policing, comparing the way 43 forces in England and Wales spend their budgets. This was timely, given the financial environment. Our ‘Value for Money Profiles’ enabled informed questions to be asked – by the public and force leaders – about the choices forces have made in the past and which areas might yield the greatest savings in the future.

Most of our work in 2009/10, therefore, fell in one or more of the three interlinked areas – local policing, protection against the ‘big’ threats, and value for money. We supplemented this with specific inspection work in areas such as custody or the running of police authorities. We worked with HM Inspectorate of Prisons on a programme of custody visits and with the Audit Commission on a series of inspections of police authorities.

At times, we were asked to report on issues raised by particular incidents. These included the events of the G20 protest in London in April 2009; the Metropolitan Police Service investigation into Home Office leaks; and the death of Baby Peter in Haringey.

Through our expanded, interactive web-based services, we sought to give citizens a ‘window’ on policing. Our Police Report Card, in particular, provided the public with information on the risks where they live, how well the police tackle these risks, and the cost.

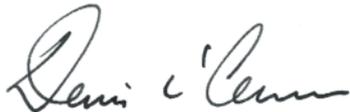
During 2009/10, HMIC received £14.67m from the Home Office, which covered the bulk of our running costs. We do not generally charge police forces or authorities in England and Wales for our inspection work but in the year we carried out an additional £0.92m of work that was commissioned and paid for by organisations including HM Revenue & Customs, the Metropolitan Police Authority and the Police Service of Northern Ireland.

The details of our personnel show we have reduced the proportion of seconded police officers on HMIC’s staff from 44% to 34% year-on-year (reflecting the need to use other, specialised non-police inspection staff). However, we still possess a deep

knowledge and experience of policing. It is important to underline this, as our assessments and conclusions are balanced and measured and, at all times, we seek to reflect the context and challenges of policing England and Wales in the twenty-first century.

We remain an independent body. Our aim, in all we do, is to enhance the protection of the public and the value for money they get from policing – through our professional assessments of police activity and by offering the public the means, the facts and information, to question their forces.

We will keep this principle in our sights as we enter this new era of financial and operational challenges for forces and strategic priorities set for us by the new Government.

A handwritten signature in black ink, appearing to read 'Denis O'Connor', written in a cursive style.

Sir Denis O'Connor
HM Inspector of Constabulary

1. Major HMIC work and reports in 2009/10

In the year, HMIC produced a number of ‘products’ – written reports or new, web-based ventures. Some, such as the Police Report Card, were planned in advance; others, such as the reports arising from G20 protests and the Metropolitan Police inquiry into Home Office leaks, were responses to particular events. Much of our work was published, though some aspects – for instance, relating to counter-terrorism – remained restricted in the public interest.

Our aim was to shine a light on key issues – highlighting weaknesses and drawing attention to good practice – to improve policing in the public interest. We endeavoured, where we offered recommendations, to keep them realistic and to the point.

Table 1, below, gives details of the most important HMIC products. We have grouped them under the broad headings of local policing; the ‘serious threats and risks’; thematic inspections, including Value for Money; specific commissions following events; joint work with other agencies; and other work.

Table 1

LOCAL POLICING	
Nottinghamshire – police performance issues	<i>HMIC worked with the police force and authority, through the Police Performance Steering Group (PPSG), to support their efforts to re-shape the leadership in Nottinghamshire, under the Chief Constable, and tackle problems of high crime and inadequate performance. This involved the commissioning of an independent capability review of the force. (The details we released of our work in Nottinghamshire can be found on our website at http://www.hmic.gov.uk/Inspections/SpecialistInspections/Pages/InspectionofNottinghamshire.aspx)</i>
Comprehensive Area Assessments/Local Area Agreements	<i>HMIC worked with five other inspectorates to produce OnePlace – a web-based joint assessment of the performance of public services in areas throughout the country. HMIC focused on crime and safety matters. (OnePlace can found at http://oneplace.audit-commission.gov.uk/Pages/default.aspx)</i>
Police Report Card	<i>This major, web-based project provided the public with information about their risk from crime and anti-social behaviour, the performance of their local police force, and how much it costs them. (The Police Report Card can be found at http://www.hmic.gov.uk/PoliceReportCard/Pages/home.aspx)</i>
Anti-Social Behaviour	<i>We researched the experiences of 765 repeat victims of anti-social behaviour (ASB) and presented evidence about the difficulties some police forces faced in identifying repeat and vulnerable victims of ASB when they called the police. (This can be found at http://www.hmic.gov.uk/PoliceReportCard/Pages/NationalOverview.aspx)</i>

Police Responsiveness – The Policing Pledge	<i>This study of the first year of the Policing Pledge in England and Wales found that, while some forces had delivered well on their Pledge commitments, the majority had further to go if they were to keep the promises they had made to the public. We published a national overview and reports for each force. We also revisited a number of forces. (The force and revisit reports are at http://www.hmic.gov.uk/Inspections/Pages/PolicingPledgeInspections.aspx)</i>
Police Authority Inspections	<i>This was a rolling programme of work with the Audit Commission. In the year we published ten reports on individual authorities and a national overview, Learning Lessons. Inspection work carried out within the year has led to further reports in 2010/11. We found at one stage that a third of those inspected were setting effective long-term strategic plans. The report recognised that police authorities could be pulled in multiple directions by an ‘overload’ of responsibilities but encouraged them to focus relentlessly on setting strategic direction for forces and achieving value for money. (Police authority reports are at http://www.hmic.gov.uk/Inspections/Pages/PoliceAuthorityInspections.aspx?BCUID=0)</i>
PROTECTIVE SERVICES	
Counter -Terrorism	<i>HMIC conducted a review of the ‘Prevent’ strand of the Government’s CT counter terrorism strategy and began work on a Value for Money study of the CT counter terrorism network. (This report was restricted but a redacted version was released at http://www.hmic.gov.uk/Inspections/Pages/ThematicInspections.aspx) Another restricted report, Securing Today to Safeguard Tomorrow, followed an inspection of policing the critical national infrastructure (CNI), such as major power and energy complexes.</i>
Olympic Security	<i>HMIC advised on police preparations for the 2012 Olympic and Paralympic Games.</i>
Major Challenge – the thematic inspection of major crime	<i>Major crime comprises the most serious incidents of violence and death investigated by police. HMIC inspected forces in 2008 and published a report in 2009 showing that while there was much good work and progress to report – notably on homicide – some forces, at that time, remained unable to deliver a consistent and effective service to victims and families affected by major crime. (The Major Challenge report can be found at http://www.hmic.gov.uk/SiteCollectionDocuments/Thematics/THM_MA_J_200907.pdf)</i>
Getting Together – a better deal for the public through joint working	<i>This report looked at collaboration between forces and examined ‘subsidiarity’, the question of where – at which levels – decision-making power should lie to get the best result out of joint working. It found that outside of some Government-funded and driven joint ventures – such as in counter terrorism – collaboration accounted for a small element of policing business. The report made clear that a great deal more could be achieved. (Getting Together is at http://www.hmic.gov.uk/SiteCollectionDocuments/Thematics/THM_20090609.pdf)</i>
Reports on civil contingency planning and the management of critical incidents	<i>These two reports, published in September 2009 following a Freedom of Information request, were based on a major HMIC review of policing of the Protective Services. They highlighted much good work and expertise but also gaps and inconsistencies in some areas. (Redacted versions of these restricted reports are at http://www.hmic.gov.uk/SiteCollectionDocuments/Thematics/THM_CI_M_2009.pdf and http://www.hmic.gov.uk/SiteCollectionDocuments/Thematics/THM_CC_P_2009.pdf)</i>

Inspections of law enforcement agencies	<p>HMIC conducted inspection work at the Serious Organised Crime Agency (SOCA), the law enforcement departments of HM Revenue & Customs (HMRC) and the Royal Air Force Police. (The SOCA work was restricted. Reports relating the HMRC and the RAF Police are at http://www.hmic.gov.uk/Inspections/SpecialistInspections/Pages/HMRC.aspx?BCUID=0 and http://www.hmic.gov.uk/Inspections/SpecialistInspections/Pages/MOD.aspx?BCUID=0)</p>
Stockwell	<p>HMIC continued its work to assess the progress of the Metropolitan Police Service and the wider Police Service in implementing recommendations for improvements following the shooting in Stockwell in July 2005 of Jean Charles de Menezes.</p>
THEMATIC INSPECTIONS	
Crime Counts – a review of data quality for offences of the most serious violence	<p>An examination of the recording of violent crime by forces. It found that most violence was recorded correctly but that some victims were denied the service they deserved because their allegations were not recorded as crimes. (Crime Counts can be found at http://www.hmic.gov.uk/SiteCollectionDocuments/Thematics/THM_20091020.pdf)</p>
Value for Money	<p>We published force Value for Money profiles, showing what the police spend their budgets on, and highlighting variations in costs in comparison with other forces. Some variations are wide and appear to involve large sums of money. We began work on workforce productivity which led to reports in 2010/11. (Value for Money profiles are at http://www.hmic.gov.uk/Inspections/Pages/Valueformoneyinspections.aspx)</p>
Police Bureaucracy	<p>In the year, HMIC began work in a major study of bureaucracy – encompassing national guidance and the large volume of ‘doctrine’.</p>
SPECIFIC COMMISSIONS	
Public Order – issues arising from G20: i) Adapting to Protest ii) Nurturing the British Model of Policing	<p>The Commissioner of the Metropolitan Police Service requested an HMIC review following the events at the G20 demonstration in London in April 2009. In two reports, HMIC made recommendations to improve public order policing on the ground and, overall, to reassert the principles of the traditional ‘British model’ of approachable, impartial and accountable policing, recognising the right to protest and based on minimum force. (The two reports are at http://www.hmic.gov.uk/Inspections/SpecialistInspections/PPR/Pages/home.aspx)</p>
Review of the lessons learned from the Metropolitan Police investigation of Home Office leaks	<p>HMIC’s review of the Metropolitan Police Service (MPS) investigation into the leak of data from the Home Office concluded that the police should only investigate the most serious leaks, involving national security, and leave the rest to the Civil Service to pursue. (The report is at http://www.hmic.gov.uk/Inspections/SpecialistInspections/Pages/HomeOfficeleaks.aspx)</p>
Inspection of Progress in Haringey Safeguarding Services	<p>The inspection was carried out with Ofsted and the Care Quality Commission at the request of the Secretary of State for Children, Schools and Families. The inspectorates provided a judgement on progress in specific areas of weakness identified in the special joint area review of safeguarding carried out in November 2008, which had judged safeguarding services to be inadequate. The inspections followed the death of Baby Peter. (The report can be found at http://www.hmic.gov.uk/sitecollectiondocuments/metropolitan/jin_mps_20090630.pdf)</p>

JOINT INSPECTION WORK	
Joint inspection of police custody facilities	<p><i>Under the scrutiny requirements of the UN Optional Protocol against Torture, the UK has an obligation to ensure regular and independent inspection of all places of detention. To meet this requirement, HMIC and HM Inspectorate of Prisons established a programme of inspections of custody conditions in all police forces and London borough commands, conducting an average of 12 inspections per year in a programme scheduled to run for up to six years from 2008. In 2009/10 a number of reports were produced. Many have led to improvements on the ground locally. (Our custody reports are at http://www.hmic.gov.uk/Inspections/JointInspections/Pages/JointInspectionofPoliceCustodyFacilities.aspx)</i></p>
Criminal Justice joint inspection work	<p><i>There was a wide range of work in this area. This included:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>victims and witnesses - inspection of witness care units with HM Crown Prosecution Service Inspectorate (HMCPSP) and HM Inspectorate of Courts Administration (HMICA);</i> <input type="checkbox"/> <i>offender management – inspection of joint arrangements for persistent and prolific offenders (PPOs) with HM Inspectorate of Prisons (HMIP) and HMCPSP;</i> <input type="checkbox"/> <i>mentally disordered offenders – inspection work with HMIP and HMCPSP;</i> <input type="checkbox"/> <i>public protection (sex offenders) – work with HMIP;</i> <input type="checkbox"/> <i>youth offending inspections (with HMI Probation mainly);</i> <input type="checkbox"/> <i>youth crime prevention (8-15 year olds) – with HMIP, the Quality Care Commission and the Healthcare Inspectorate for Wales;</i> <input type="checkbox"/> <i>asset recovery – work with HMCPSP and HMICA.</i> <p><i>(For the reports see http://www.hmic.gov.uk/Inspections/JointInspections/Pages/home.aspx)</i></p>
OTHER WORK	
Intelligence and Witness Protection	<p><i>HMIC assessed whether Nottinghamshire Police and Lincolnshire Police offered the appropriate levels of protection to the public, focusing on intelligence-sharing and witness protection. Its reports were supplied to the Assistant Deputy Coroner presiding at the inquests into the deaths of John and Joan Stirland. HMIC found the forces had made changes and improvement in these areas. (The reports can be found at http://www.hmic.gov.uk/INSPECTIONS/SPECIALISTINSPECTIONS/Pages/IntelligenceandWitnessProtection.aspx.)</i></p>
Inspections of police forces outside the 43 'Home Office' forces in England and Wales	<p><i>Among others, we inspected British Transport Police and the Police Service of Northern Ireland. We also carried out an audit of the Police National Computer in Scotland, at the request of HMIC (Scotland).</i></p>
Appointment of senior officers	<p><i>HMIC provided the Senior Appointments Panel with a total of 140 reports on candidates applying for posts in the ranks of the Association of Chief Police Officers (ACPO), including five assessments of officers of Chief Constable rank. 130 of the applications related to the 43 'Home Office forces' in England and Wales; seven related to British Transport Police and three involved the National Policing Improvement Agency. The assessments related to 43 selection processes, which led to 37 appointments. In addition, HMIC provided assessments on 42 candidates on the Senior Command Course – a key part of the process for selection to ACPO ranks.</i></p>

The majority of these products and pieces of work related to objectives we set out in our business plan for the years 2009–2011, which was published in July 2009. This set out six broad commitments:

- to protect the public interest in policing and improve accessibility to performance information about police forces;
- to monitor policing performance to drive improvement;
- to enhance local accountability in the Police Service;
- to improve police capability, capacity and resilience in those specialist areas dealing with the major threats and risks;
- to identify and address public risk and vulnerability;¹
- to achieve organisational change.

Annex 1 to this report sets out our performance against these commitments and a total of 34 detailed objectives. We either completed or commenced work on 32 of the 34 objectives. The commitment for HMIC to produce a ‘state of the nation’ report on policing has been delayed until the current financial picture becomes clearer. A review of the handling of rape cases did not go ahead as work by other bodies covered most of the ground.

¹ Objectives 4 and 5 related primarily to the specialist areas of policing dealing with the major, serious and complex risks and threats to the public.

2. Equality and Diversity

HMIC is committed to ensuring its work helps to improve services to diverse communities. There were no specific inspections or reports on diversity in 2009/10 but HMIC was proactive in drawing attention to Equality and Diversity issues in a number of areas. These included:

- **Police Report Card.** The force reports commented on the proportion of Black and Minority Ethnic (BME) people in the area and gave details of the comparative satisfaction rates in White and BME communities with the service they received from the police.
- **Anti-Social Behaviour.** Our work in 2009/10 highlighted disproportionate adverse impact of ASB on people with disabilities.
- **Police Responsiveness (The Policing Pledge).** The focus of the Policing Pledge was on fair access and being treated with dignity and respect. HMIC found that in general there was good physical access to police premises for disabled people. Information about the police and local teams was also available in languages other than English. Where pictures were used, websites showed a generally good representation of BME staff and visitors. A small number of forces translated the Pledge into languages other than English and Welsh, but most did not.
- **Police authority inspections.** HMIC drew attention, where appropriate, to the make-up of police authorities, particularly when there were few women or BME members and the authority appeared not to represent the profile of the local community.
- **Police custody inspections.** Under the scrutiny requirements of the UN Optional Protocol against Torture, the UK has an obligation to ensure regular and independent inspection of all places of detention. To meet this requirement, HMIC and HM Inspectorate of Prisons inspect custody

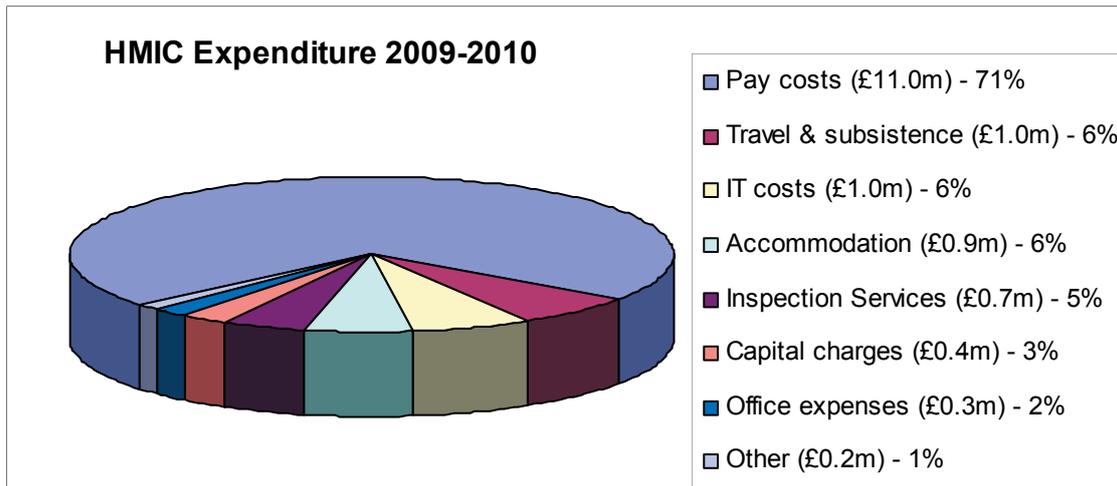
conditions in all police forces and London borough commands. Among other questions, these inspections asked whether custody facilities and management took into account the particular needs of people from different backgrounds.

Where appropriate, reports relating to Wales and Welsh policing issues were translated into the Welsh language.

3. HMIC use of resources in 2009/10

During 2009/10, HMIC spent £15.59m, largely on staff (as shown in Table 2), as well as £0.08m of capital expenditure, relating mainly to the replacement of vehicles.

Table 2



Source: HMIC

Of this £15.59m, we received a total of £14.67m from the Home Office, principally for our work with police forces in England and Wales. The balance of £0.92m, was received from the following organisations for our work with them: HM Revenue & Customs (£0.17m); the Metropolitan Police (£0.44m for the review of public order policing), the Police Service of Northern Ireland (£0.09m), and smaller sums from the Civil Nuclear Constabulary, Ministry of Defence, British Transport Police, the Serious and Organised Crime Agency (SOCA), and Guernsey police, totalling £0.21m.

In addition, HMIC benefited from:

- The work of 29 police officers whose time – worth £1.24m – was provided free of charge by forces, with HMIC paying their expenses. Typically, these officers had specific expertise or experience and worked for short periods on particular projects.
- HMIC's headquarters accommodation, desktop IT costs and some other central services provided free of charge by the Home Office.

In 2009/10 the cost of policing in England, Wales and Northern Ireland exceeded £12.8bn. The overall cost of HMIC (including all its activities) is 0.1% of the total cost of policing.

The detailed breakdown at **Annex 2** shows the changes in the way HMIC has applied its resources over the past four years with new products, such as the development of the Police Report Card and the phasing out of traditional force 'baseline' inspections.

4. HMIC staff in 2009/10

Tables 3, 4 and 5 below show the type of employees in HMIC in 2009/2010. Table 5 illustrates the re-shaping of HMIC, with a year-on-year fall in seconded police officers and an increase in non-police secondees, as well as agency and contract workers.

Table 3

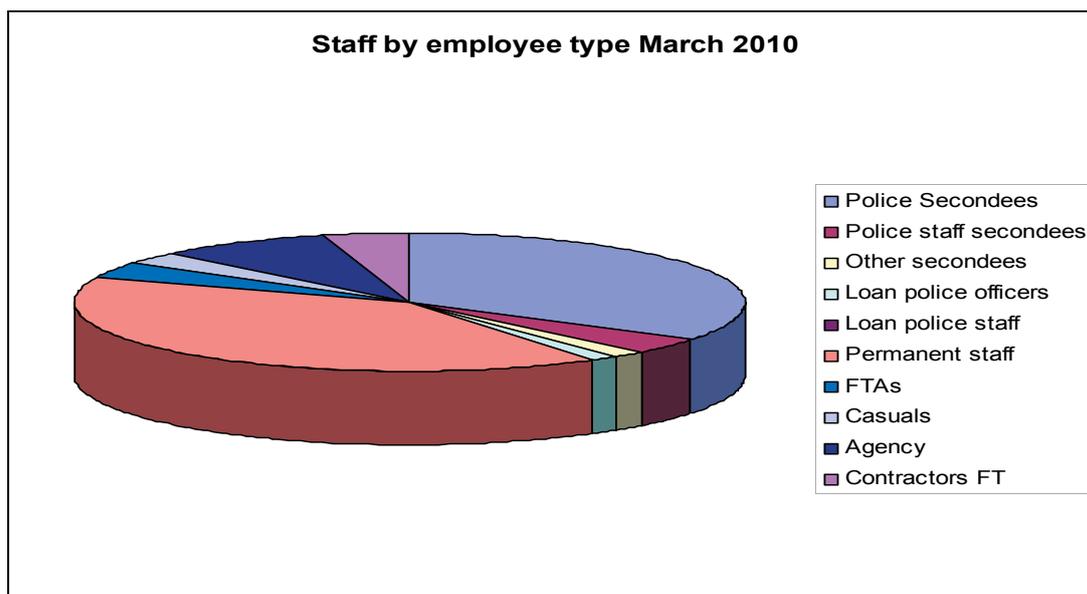
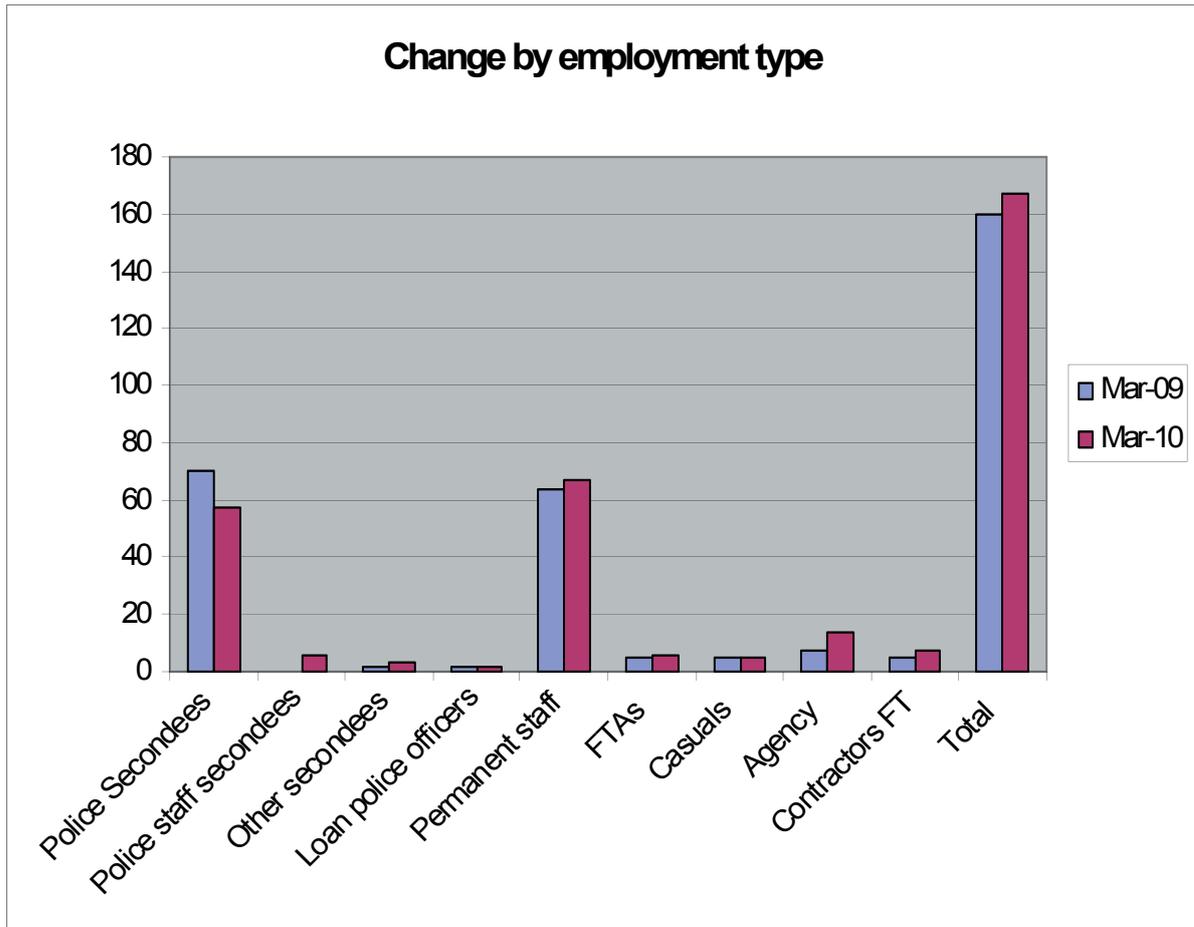


Table 4

	March 2009	March 2010
Police secondees	70	57
Police staff secondees	0	6
Other secondees	2	3
Loan police officers	2	2
Permanent staff	64	67
Fixed Term Appointments	5	6
Casuals	5	5
Agency	7	14
Contractors FT	5	7
	<hr/>	<hr/>
	160	167

Table 5



ANNEX 1

HMIC's performance in 2009/10 against the objectives sets out in the 2009/11 business plan

✓ = Project completed or commenced in 2009 – 10

✗ = Project delayed or cancelled

Objective	Action/Product	Outcome
Objective 1: To protect the public interest and improve accessibility to performance information	Establish the new HMIC website in basic form	✓
	Explore further (in conjunction with Ipsos MORI and other sources) public expectations of, and needs from, performance information, and their views on accessibility	✓
	Establish the (HMIC) independent Advisory Board	✓
	Publish Rounded Assessments with judgements (became Police Report Card)	✓
	Expand and develop public interactivity on the new website – to encourage feedback on content, format and the service provided locally	✓
	Publish thematic findings from Policing Pledge inspections	✓
	Publish a 'state of the nation' annual report on policing	✗ (The commitment for Sir Denis O'Connor to produce a 'state of the nation' report on policing has been delayed until the current financial picture becomes clearer.)
Objective 2: To monitor policing performance to drive improvement	HMIC to take over the chair of the PPSG and establish the live monitoring of police performance	✓
	Take any immediate or urgent action in response to performance monitoring	✓
	Carry out consultation with the PPSG members and key stakeholders to inform establishment of the PPSG monitoring processes and thresholds for concern and/or action	✓
	Establish the new PPSG process in full to underpin the 'ladder of support and intervention'	✓
	Establish a protocol with NPIA to ensure good working arrangements and exchange of information	✓
	Add VfM profiles to the performance data that underpins live monitoring	✓
Objective 3: To enhance local accountability	Consult and train inspection teams for police authority inspections	✓
	Make VfM profiles available to all forces and authorities	✓

	Deliver a programme of police authority inspections in collaboration with the Audit Commission – publishing individual reports	✓
	Publish an 'emerging findings' report on police authority inspections	✓
	Deliver a risk-assessed programme of VfM inspections of forces	✓
	Design a thematic inspection of workforce productivity – including a consultation process	✓
	Deliver the 'Working for the Public' thematic inspection	✓
Objective 4: To improve police capability, capacity and resilience	Follow-up to subsidiarity – review of initiatives (joint working and collaboration)	✓
	Re-consider thematic inspections of strategic roads policing, professional standards and information management	✓
	Review continued inspection approach to MDPGA, CNC and island forces	✓
Objective 5: To identify and address public risk and vulnerability	Establish risk assessment and diagnostic process	✓
	Establish process for consideration of bids for in-year thematics or commissions	✓
	Inspection of CT critical national infrastructure	✓
	Review of public order tactics in MPS – interim report – final report	✓
	Thematic inspection of handling of rape cases	✗ (A review of the handling of rape cases did not go ahead as work by other bodies covered most of the ground.)
	CT – further thematic inspection (relating to value for money)	✓
Objective 6: To achieve organisational change	Train all senior managers in programme management and as SROs	✓
	Develop a communications model, including a media function	✓
	Establish a new business meeting and planning structure	✓
	Establish analytical capacity	✓
	Implement a workforce planning model December 2009 Achieve a 70% proportion of the workforce who are not serving police officers	✓

ANNEX 2

Detailed breakdown of the use of HMIC staff resources in 2009/10

		2009/10	2008/9	2007/8	2006/7
1	Chief Officer PDRs	1.4%	1.9%	1.5%	1.0%
2	Force BCU	0.9%	2.7%	3.8%	7.3%
3	Force General /Baseline (inc. specialist)	0.9%	2.7%	3.8%	7.3%
4	Specialist PNC Audit	0.7%	1.5%	1.8%	2.1%
5	Force Counter Terrorism	2.1%	0.3%	1.2%	0.1%
6	Force Neighbourhood Policing		1.8%	1.0%	1.7%
7	Others	2.3%	0.2%	0.1%	2.4%
8	CAA/Local Area Agreements	4.5%	0.1%		
9	Performance Assessment & Reporting	2.0%			
10	Police Report Card/ Rounded Assessment	17.5%	0.2%		
11	Police Authority Inspection	7.9%	1.3%		
12	Policing Pledge	12.0%	1.7%		
13	Value for Money	4.1%	0.3%		
14	Workforce Productivity	1.5%			
15	Chargeable	10.9%	13.9%	18.9%	23.2%
16	Thematics	12.7%	21.9%	17.3%	13.2%
17	Jt. Inspections	5.0%	6.6%	2.2%	
18	Advice to Authorities and Forces	1.9%	2.6%	3.7%	3.0%
19	Advice to Ministers (inc. honours)	0.9%	1.2%	1.4%	1.1%
20	Complaint Handling	0.1%	0.3%	0.2%	0.1%
21	Police Support to Home Office	1.2%	2.6%	3.0%	4.8%
22	Joint Inspection Policy	0.7%	0.7%	0.9%	1.0%
23	Senior Appointments	3.0%	3.9%	2.8%	2.8%
24	Working for Other Inspectorates	0.8%	0.5%	0.5%	0.7%
	TOTAL	100%	100%	100%	100%