



HMIC's 2013/14 inspection programme

For consultation

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Contents

About this consultation	4
Scope of the consultation	4
Basic information	4
Background	4
How to respond to this consultation	5
How consultation responses will be reviewed	5
HMIC's proposed programme of work 2013/14	6
Proposed areas of inspection for 2013/14.....	6
Consultation questions	7
The impact of inspection on forces.....	7
HMIC's inspection framework.....	8
Inspection programme – Summary	9
Inspection programme – Draft summary schedule	11
Inspection programme – Detail	12
Programme 1:.....	12
Inspect efficiency and effectiveness of the police in England and Wales.	12
Programme 2:.....	17
Support police governance and leadership	17
Programme 3:.....	18
Inspect the efficiency and effectiveness of national police agencies and other forces.....	18
Programme 4:.....	19
Improve the efficiency and effectiveness of inspection	19
HMIC's funding and workforce	20
Resourcing additional commissions	21
Annex A: Responses – Confidentiality and disclaimer	22
Annex B: HMIC's model for assessing risk	23
Annex C: Inspections for consultation	24

Annex D: Acronyms	26
Annex E: HMIC's Inspection Framework	27

About this consultation

Scope of the consultation

Topic of this consultation:	HM Inspectorate of Constabulary, 2013/14 inspection programme.
Scope of this consultation:	To seek views on HMIC's inspection programme.
Geographical scope:	The consultation questions relate to HMIC's activities in England and Wales.
Impact assessment (IA):	N/A.

Basic information

To:	This consultation is aimed at government bodies, local policing bodies, inspectorates, law enforcement agencies and members of the public.
Duration:	Responses are requested by 07 May 2013.
Enquiries:	Enquiries about this consultation should be submitted to: haveyoursay@hmic.gsi.gov.uk
How to respond:	Responses can be submitted by email to haveyoursay@hmic.gsi.gov.uk or by post to Ann-Marie Field, Chief Operating Officer, HMIC, 6th floor Globe House, 89 Eccleston Square, London, SW1V 1PN.
Additional ways to become involved:	This is 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, regulations and the references set out in the footnotes contained within this document.
Previous engagement:	HMIC continually engages with Government and with the policing sector to inform its work programme.

How to respond to this consultation

This consultation document seeks views on HMIC's proposed inspection programme for 2013/14. The consultation questions are set out in the next section.

Please submit your answers to these questions, together with any other comments, by emailing haveyoursay@hmic.gsi.gov.uk, no later than 07 May 2013. If you prefer, you can post responses to Ann-Marie Field, 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 by emailing haveyoursay@hmic.gsi.gov.uk.

How consultation responses will be reviewed

HM Chief Inspector of Constabulary will consider respondents' views and, if he decides necessary, change the proposed inspection programme before putting it to the Home Secretary for approval. In accordance with the Police Act 1996, Schedule 4A, paragraph 2, the Chief Inspector of Constabulary must obtain the approval of the Home Secretary before publishing his inspection programme.

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

Our approach to disclosing responses is set out at Annex A.

HMIC's proposed programme of work 2013/14

HMIC inspects and reports on the efficiency and effectiveness of police forces in England and Wales, the Police Service of Northern Ireland, and other specified national policing agencies (such as the British Transport Police).

Proposed areas of inspection for 2013/14

HM Inspectors consider that the following six areas of policing would benefit from inspection:

1. Freeing up police time – an examination of how police efficiency and working practices should be improved through the use of modern technology.
2. Preventive policing – an examination of police efficiency and effectiveness in preventing crime.
3. Police attendance – an inspection of police efficiency and effectiveness in responding to calls from the public.
4. Police leadership and culture – an examination of the way the leadership of the police has responded to the findings of HMIC's reports on police integrity¹ and of the Leveson Inquiry report.²
5. Crime data integrity – an inspection of the effectiveness of the police in dealing with reports of crime by members of the public.
6. Police use of Automatic Number Plate Recognition (ANPR) – an examination of the police use of ANPR to prevent crime.

These are the inspections on which HMIC is seeking views as to whether they are the right things to do in the inspection year 2013/14. More information on them is given in the 'Inspection Programme' chapter (pages 12 to 19). These inspections are subject to further scoping, which will help determine the number of forces to be visited.

The 2013/14 inspection programme also includes projects which HMIC is obliged to undertake by law or has already been commissioned to carry out in 2013/14 by the Home Secretary. As they are already set to take place, these projects are not the subjects of consultation; they will be done in any case. However, they are included in the 'Inspection Programme' chapter so that readers can see the full programme of work.

¹ HMIC (2011) *Without Fear or Favour: A review of police relationships*; HMIC (2012) *Revisiting Police Relationships: Progress report*. Both available from www.hmic.gov.uk.

² Lord Justice Leveson (2012) *Leveson Enquiry: culture, practice and ethics of the press*. Available from www.levesoninquiry.org.uk.

The details of the six inspections that are the subject of this inspection are also set out in Annex C for convenience.

Consultation questions

This consultation seeks views on the following questions:

1. Are the areas of policing listed above (1 to 6) the right areas of policing to add to the inspection programme for 2013/14?
2. Which of the areas of policing listed above (1 to 6) would you consider to be the most important for us to inspect and which the least?
3. Are there any factors we should take into account that might alter the proposed sequence or timing of these inspections (the proposed sequence and timing are shown on page 11).

The impact of inspection on forces

Through inspection, HMIC promotes and advances improvement in the efficiency and effectiveness of policing. During the year all forces will be visited, though the number of forces to be visited in the individual inspections has not yet been fully determined and will be considered during the project scoping stage. However, there is always the risk that inspection will create unnecessary burdens on forces. HMIC is committed to reducing this risk by:

- Targeting its resources: HM Inspectors of Constabulary (HMIs) have chosen aspects of policing which should be inspected based on their assessment of risk to the public (using the model set out at Annex B). Inspecting on the basis of risk enables HMIC to focus its limited resources on those areas that matter the most, and ensure that the burden on forces from inspection is proportionate.
- Transparency: HMIC has included within the planning stage of each inspection time to consult the sector on the inspection methodology to be used and, where possible, on any new data collections that may be required. This will help HMIC to develop inspection methods that achieve the inspection aims while reducing the risk of creating unnecessary burdens on forces.
- Proportionality:
 - HMIC is introducing a 'Gateway' function, which will include a single point of contact in HMIC that will oversee all of its data collections and provide assurance that they are efficient and effective. Once up and running, the HMIC Gateway will also assist with the co-ordination of police data collections by other inspectorates and regulators.

- HMIC will be ensuring that the remedy or action which is recommended is appropriate and well measured against the problem which is being tackled.

The principles of targeting, transparency and proportionality will be applied to everything HMIC does, not just its commitment to reducing the risk of unnecessary burdens on forces. HMIC will explain how it will apply these principles more generally in its *Criteria and Procedures* document, which will be published in the inspection year 2013/14.

This consultation includes a provisional inspection schedule which sets out the proposed sequence and timing of the inspections. In developing this schedule, HMIC:

- has where possible scheduled inspections so that they may use existing data collections from forces rather than create new data collections;
- will consider if it would be more efficient and effective to schedule fieldwork for the proposed inspection of preventive policing at the same time as the fieldwork for the proposed inspection of police attendance; and
- will consider if it would be more efficient and effective to schedule fieldwork for the proposed inspection of the police use of ANPR alongside the proposed inspection of preventive policing.

HMIC's inspection framework

The inspection programme sets out the inspections HM Chief Inspector of Constabulary proposes to carry out.³ The manner in which he proposes to carry out his functions of inspecting and reporting are set out in HMIC's inspection framework, which is at Annex E.

³ Police Act 1996, Schedule 4A, paragraph 2.

Inspection programme – Summary

The table below summarises the projects HMIC proposes undertaking in 2013/14. A more detailed description of each project is in the next chapter.

	Projects already scheduled to take place in 2013/14	Projects subject to this consultation
Large	<ul style="list-style-type: none"> Comprehensive Spending Review policing (Valuing the Police Programme) (3) Stop and Search (7) Strategic Policing Requirement (14) 	<ul style="list-style-type: none"> Preventive Policing (10) Police Attendance (11) Police Leadership and Culture (15) Crime Data Integrity (16)
Medium	<ul style="list-style-type: none"> Child Sexual Abuse and Sexual Exploitation (9) Monitoring (8) Police and Crime Commissioner (PCC) Engagement and Support (18) 	<ul style="list-style-type: none"> Freeing Up Police Time (6)
Small	<ul style="list-style-type: none"> Safeguarding the vulnerable (Joint Inspection Programme) (a set of small inspections) National police agencies and other forces (21 to 31) (a set of small inspections) Crime and Policing Comparator (4) Value for Money Profiles (5) Senior Officer Misconduct/Dismissal Cases (19) HMCIC's Annual Report for 12/13 (13) Police National Computer (PNC) (17) Special Grants (20) HMIC Change Programme (32 to 34) 	<ul style="list-style-type: none"> Police use of Automatic Number Plate Recognition (ANPR) (12)

In the above table:

- Projects listed in the right-hand column (“projects subject to this consultation”) are the projects that consultees may influence through their responses to this consultation document.
- Numbers in brackets refer to projects detailed in the chapter “Inspection Programme – Detail” (pages 12 to 19).

- The references to Large, Medium and Small projects indicate the relative size of each project. Larger inspections tend to cover a wider area of policing activity and they may involve site visits to many (if not all) of the 43 Home Office-funded forces. Larger inspections therefore involve a greater proportion of HMIC resources. HMIC resources and how they are used are set out on pages 20 and 21.
- Projects listed in the left-hand column (“projects already scheduled to take place in 2013/14”) are not the subject of this consultation as:
 - they are a statutory requirement (for example, production of an annual report⁴); or
 - they have already been subject to consultation and approval of the Home Secretary and were included in a published inspection programme⁵ (either as a discrete inspection such as Stop and Search or an ongoing programme such as the Crime and Policing Comparator).

In addition to the projects listed in the table above, HMIC may also undertake inspections commissioned at any time by the Home Secretary or a Local Policing Body⁶ (see projects 1 and 2 on page 12 for details).

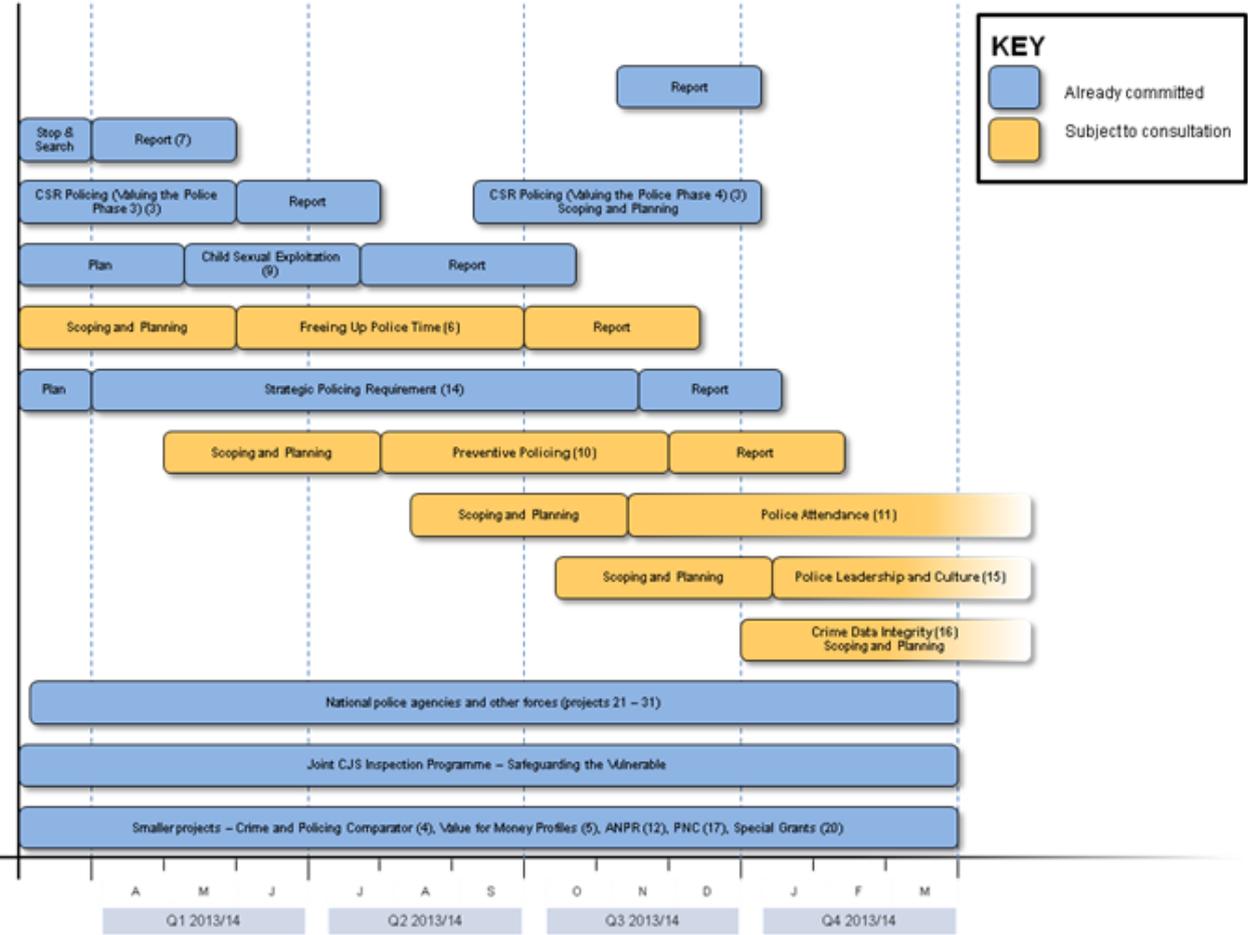
⁴ Police Act 1996, section 54(4).

⁵ *HMIC Business Plan 2012/13*, HMIC, 16 July 2012; and *Criminal Justice Joint Inspection Business Plan 2012 – 14*, criminal justice system inspectorates, 21 June 2012, both available from www.hmic.gov.uk.

⁶ The term local policing body includes the Police and Crime Commissioner (PCC), Mayor’s Office for Police and Crime, and the Common Council for the City of London Police.

Inspection programme – Draft summary schedule

The chart below shows the proposed schedule for the 2013/14 inspection programme.



Inspection programme – Detail

Projects subject to this consultation are shown below in italics along with our reasons for proposing those projects and, where relevant, our reasons for scheduling those projects.

Programme 1:

Inspect efficiency and effectiveness of the police in England and Wales

Project	Description	Dates
1.1 Commissions		
1. Home Secretary Commissions	<p>In addition to approving HMIC’s inspection programme before it can be published, the Home Secretary may at any time require HMIs to carry out an inspection of a police force, part of a police force or particular activities of a police force.⁷</p> <p>Recent commissions that will form part of the 2013/14 programme are:</p> <ul style="list-style-type: none"> (a) Review of Police Standards Departments (PSD) Capability and Capacity – examining the existing force PSDs and Anti-Corruption Units in relation to funding, structure, staffing levels and access to, and use of, specialist resources (reporting in April 2013). (b) Review of the National Border Targeting Centre (NBTC) – assessing the NBTC processes relating to the operation of the UK’s pre-departure checks scheme (reporting in June 2013). (c) Undercover Policing Revisit – reviewing the effectiveness of the arrangements in place in police forces to manage and scrutinise the deployment of undercover officers, by considering the arrangements put in place in response to the recommendations of HMIC’s 2012 report⁸ (reporting in May 2013) 	As required

⁷ Police Act 1996, section 54(2B). This section applies to those forces that are funded by the Home Office.

⁸ HMIC (2012) 'A review of national police units which provide intelligence on criminality associated with protest'. Available from www.hmic.gov.uk.

2. Commissions from Local Policing Bodies – Police and Crime Commissioners (PCCs), MOPAC ⁹ or Common Council ¹⁰	The Local Policing Body for a police area may at any time request the HMIs to carry out an inspection of the police force they oversee, a part of the force in question, to particular matters, or to particular activities of that force. ¹¹	As required
1.2 Value for money		
3. Comprehensive Spending Review (CSR) Policing (Valuing the Police Programme)	An assessment of police forces' preparedness to deliver value for money. This follows up on our inspections reported on in <i>Valuing the Police</i> (2010), ¹² <i>Demanding Times</i> (2011), ¹³ <i>Adapting to Austerity</i> (2011) ¹⁴ and <i>Policing in Austerity: One Year On</i> (2012). ¹⁵	Continuing, publication of next report planned for summer 2013
4. Crime and Policing Comparator	This application allows members of the public to interactively compare data on recorded crime and anti-social behaviour (ASB), quality of service, finances and workforce numbers for all police forces in England and Wales. HMIC validates and publishes this data, which is submitted by police forces. Published on www.hmic.gov.uk	Quarterly updates
5. Value for Money (VfM) Profiles	HMIC VfM Profiles provide comparisons similar to the Crime and Policing Comparator (described above). Unlike the Crime and Policing Comparator, the VfM profiles are not interactive but they can be printed as a booklet.	Annually (November)
6. Freeing Up Police Time	<i>Following a review of the progress made with the issues raised in HMIC's 2010 report Stop the Drift.¹⁶ HMIC intends to scope an inspection to identify what else might be done to reduce unnecessary burdens on forces. This would include an examination of how police efficiency and working practices should be improved through the use of modern technology.</i>	<i>Publication winter 2013, subject to scoping</i>

⁹ Mayor's Office for Policing and Crime.

¹⁰ The Common Council for the City of London Police.

¹¹ Police Act 1996, section 54(2BA).

¹² HMIC (2010) *Valuing the Police: Policing in an Age of Austerity*. Available from www.hmic.gov.uk.

¹³ HMIC (2011) *Demanding Times: The Front Line and Police Visibility*. Available from www.hmic.gov.uk.

¹⁴ HMIC (2011) *Adapting to Austerity: A Review of Police Force and Authority Preparedness for the 2011/12 – 2014/15 Comprehensive Spending Review*. Available from www.hmic.gov.uk.

¹⁵ HMIC (2012) *Policing in Austerity: One Year On*. Available from www.hmic.gov.uk.

¹⁶ HMIC (2010) *Stop the Drift: A Focus on Twenty-First Century Criminal Justice*. Available from www.hmic.gov.uk.

1.3 Crime and quality		
7. Stop and Search	This inspection began in 2012/13 and examines the way the police use stop and search powers. It was commissioned by the Home Secretary following concerns raised in two major reports about the 2011 riots. ¹⁷ It will determine: how effectively and fairly the police service is using its powers to stop and search in the fight against crime; if operational police officers know how to use stop and search tactically as part of evidence-based practices to fight crime; and how the powers can be used in a way that builds the public's trust in the police, supporting the legitimacy of the service rather than eroding it.	In progress. Planned publication early 2013/14
8. Monitoring	HMIC monitors police efficiency and effectiveness in order to identify aspects of policing to inspect on the basis of risk, and report: inspection findings to the public and Local Policing Bodies ¹⁸ ; 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. HMIC also monitors Local Policing Bodies' responses to inspection reports.	Ongoing during 2013/14
9. Child Sexual Abuse and Sexual Exploitation (CSASE)	This inspection will provide an assessment of forces' effectiveness in their leadership, strategies, management, staff training and support, compliance and governance in relation to the abuse and sexual exploitation of children.	Publication planned for autumn 2013
10. Preventive Policing	<i>This inspection will examine police efficiency and effectiveness in preventing crime. It will examine the extent to which the police:</i> <ul style="list-style-type: none"> <i>• adopt an approach that is well-designed to prevent crime, rather than react to crime after it has been committed; and</i> <i>• apply techniques that are known (based on the best evidence available) to prevent crime. This would include the extent to which officers in the field are provided with the training, information and equipment they need to practise those techniques.</i> <i>These were key issues raised in HMIC's 2012 report Taking Time for Crime.¹⁹</i>	<i>Publication provisionally planned for early 2014</i>
11. Police Attendance	<i>The scope of this inspection is subject to further development, but HMIC envisages</i>	<i>Publication provisionally</i>

¹⁷ LSE/Guardian (2011) *Reading the Riots*; Riots Victims and Communities Panel (2011) *Five Days in August*.

¹⁸ Local policing bodies comprise Police and Crime Commissioners (PCCs), MOPAC or The Common Council for the City of London Police.

¹⁹ *Taking Time for Crime: A study of how police officers prevent crime in the field*, HMIC, September 2012, www.hmic.gov.uk.

	<i>that it will examine police efficiency and effectiveness in responding to calls from the public. If the police do not do this well, there can be serious consequences for the public. The inspection will examine the standard of service delivery, the level of public satisfaction and how this varies from force to force. It will include forces' policies, their response times, the quality of their interactions with the public (including areas such as civility and follow-up contact), and the productivity of officers (including issues such as the extent to which officers deployed have the information they need when they need it).</i>	<i>planned for early 2014</i>
12. Police use of Automatic Number Plate Recognition (ANPR)	<i>This inspection will examine the police use of ANPR to prevent crime. It will follow up on the recommendations made in the Independent Police Complaints Commission (IPCC) report published after the murder of Ashleigh Hall,²⁰ which found serious inconsistencies were having a significant adverse effect on the effectiveness of ANPR nationally.</i>	<i>TBC</i>
13. HMCIC's report on policing	HM Chief Inspector of Constabulary (HMCIC) must in each year submit to the Secretary of State a report on carrying out inspections and the HMCIC must lay a copy of this before Parliament. The report must include the HMCIC's assessment of the efficiency and effectiveness of policing in England and Wales. ²¹	Autumn 2013
1.4 Strategic Policing Requirement		
14. Strategic Policing Requirement	This inspection will examine local and national arrangements to counter national threats such as terrorism, organised crime and large-scale public order and cyber incidents. It will provide "assurance that the preparation and delivery of those requirements set out within the Strategic Policing Requirement have been subject to a proportionate and risk-based testing and inspection regime." ²²	Publication provisionally planned for early 2014/15
1.5 Police integrity		
15. Police Leadership and Culture	<i>The scope of this inspection is subject to development but may include the ways in which the leadership of the police service has responded to the findings and</i>	<i>Publication provisionally planned for early 2014/15</i>

²⁰ *Independent investigation into the use of ANPR in Durham, Cleveland and North Yorkshire from 23 – 26 October 2009*, IPCC, February 2011, http://www.ipcc.gov.uk/en/Pages/inv_reports_north_region.aspx.

²¹ Police Act 1996, section 54(4A).

²² Home Office (2012) *Strategic Policing Requirement*, paragraph 1.15. Available from www.homeoffice.gov.uk.

	<p>recommendations of HMIC's two recent integrity inspection reports²³ and the Leveson Inquiry report.²⁴</p> <p><i>This inspection is scheduled to take place after forces have had an opportunity to respond to the findings and recommendations in those reports.</i></p>	
<p>16. Crime Data Integrity</p>	<p><i>This inspection will examine the effectiveness of the police in dealing with reports of crime by members of the public. It is envisaged that this will include whether the police determine correctly that there has been a crime.</i></p> <p><i>The scope of this inspection is subject to development but is likely to build on the findings of HMIC's previous inspections.²⁵ Scoping work will include consultation with the Crime Statistics Advisory Committee.²⁶</i></p> <p><i>This inspection is scheduled to take place after forces have had an opportunity to respond to HMIC's previous inspections and as soon as HMIC resources allow.</i></p>	<p>Publication provisionally planned for 2014/15</p>
<p>17. Police National Computer (PNC) and Police National Database (PND) audits, and monitoring force compliance with the <i>Code of Practice on the Management of Police Information</i>.</p>	<p>The Association of Chief Police Officers (ACPO) has asked HMIC to audit non-police organisations which use the PNC, in order to provide assurance that those organisations are complying with the correct procedures. The scope of this work has yet to be determined. HMIC has a duty to monitor police forces' compliance with the <i>Code of Practice on the Management of Police Information</i>.²⁷ Following HMIC's work on <i>Mistakes Were Made: HMIC's Review into Allegations and Intelligence Material Concerning Jimmy Savile between 1964 and 2012</i>, HMIC will also audit the PND to provide assurances that information is being managed in a consistent fashion and in accordance with the relevant information standards.²⁸</p>	<p>To be determined</p>

²³ HMIC (2011) *Without Fear or Favour: A review of police relationships*; HMIC (2012) *Revisiting Police Relationships: Progress report*. Both available from www.hmic.gov.uk.

²⁴ Lord Justice Leveson (2012) *Leveson Enquiry: culture, practice and ethics of the press*. Available from www.levesoninquiry.org.uk.

²⁵ HMIC (2012) *The Crime Scene: A review of police crime and incident reports*. Available from www.hmic.gov.uk.

²⁶ The Crime Statistics Advisory Committee is a non-statutory body established by the National Statistician offering independent advice to a number of bodies including HMIC, on matters related to the measurement of crime and the collection and presentation of crime data for England and Wales. See www.statisticsauthority.gov.uk.

²⁷ Home Office (2005) *Code of Practice on the Management of Police Information*, paragraph 1.3.1.

²⁸ In relation to MOPI guidance 2005 Section 1.3.1.

1.6 Safeguarding the vulnerable (joint inspection programme)

HMIC has a joint inspection programme with HM Crown Prosecution Service Inspectorate, HM Inspectorate of Probation and HM Inspectorate of Prisons. The latest published plan, covering the period 2012-14, is available at <http://www.hmic.gov.uk/publication/criminal-justice-joint-inspection-business-plan-2012-14/> [Please note that during the time of this consultation a revised plan – for 2013-15 – will be published and available on the HMIC website.]

Projects in the joint programme for 2013/14 that involve HMIC include:

- Custody inspections (police and UK Border Agency)
- Handling of disclosure in complex cases
- Inspection of Youth Offending Teams
- Offenders with learning disabilities and difficulties
- Integrated Offender Management
- Road traffic offences involving fatalities
- High demand families
- Statutory charging

The joint inspection programme is updated every year and subject to separate consultation.

Programme 2:

Support police governance and leadership

2.1 Governance and Leadership		
18. PCC / MOPAC Engagement and Support	<p>Engaging with PCCs and supporting them through attendance at meetings and the provision of performance management information.</p> <p>If requested, HMIC may assist Local Policing Bodies in identifying complaint investigators. This may arise where the appropriate authority (which includes PCCs and MOPAC) has decided that a complaint is neither of a nature that needs referring to the IPCC nor suitable for local resolution.</p>	<p>Continuing through 2013/14</p> <p>As required</p>
19. Senior Officer Misconduct / Dismissal Cases	<p>For ranks above Chief Superintendent, an HMI sits on:</p> <ul style="list-style-type: none"> • panels for misconduct meetings and hearings (hearings cover the more serious cases),²⁹ and • appeals tribunals.³⁰ <p>If a PCC intends to require a Chief Constable to retire or resign, HM Chief Inspector of</p>	As required

²⁹ Police (Conduct) Regulations 2012, Regulation 26.

³⁰ The HMI also sits on any police appeals tribunal for senior officers (Police Act 1996, Schedule 6, paragraph 1).

	Constabulary must provide a report to the PCC, Chief Constable and Police and Crime Panel (PCP). ³¹ The PCP may additionally seek a professional view from HMIC. ³²	
20. Special Grants	HMIC provides advice to the Home Office on the operational aspects of applications for special grants. Forces may apply to the Home Office for special grants to cover significant unforeseen and exceptional expenditure.	As required

Programme 3:

Inspect the efficiency and effectiveness of national police agencies and other forces

3.1 Inspection of national agencies		
21. Serious Organised Crime Agency/National Crime Agency	Scope to be determined	To be determined
22. National Ballistics Intelligence Service (NABIS)	This inspection commenced in 2012/13 and is assessing the police service's compliance with their responsibility to submit all relevant ballistic material and related intelligence to NABIS Forensic Services as soon as practical after recovery.	In progress. Publication provisionally planned for May 2013
23. HM Revenue and Customs (HMRC) Inspection Programme	This inspection programme will focus on material issues regarding the actions and omissions of HMRC in preventing, detecting, investigating or prosecuting criminal offences.	To be determined
3.2 Inspection of other UK forces		
24. Police Service of Northern Ireland (PSNI) Human Tissue Inspection	This inspection is to assess the work done to implement the recommendations of the ACPO Human Tissue Act audit report and to assess progress made in embedding new policies and procedures into operational practices. It will also focus on the assurance that can be given on the procedures for the retention of tissue samples relating to recent criminal cases.	To be determined
25. PSNI Historical Enquiries Team	This inspection began in 2012 and focuses on the work of the HET as detailed in the terms of reference on (www.hmic.gov.uk).	In progress. Completion due early 2013/14

³¹ The Police (Amendment) Regulations 2011, Regulation 8.

³² Police Reform and Social Responsibility Act 2011, Schedule 8, Part 2, paragraph 15(4).

26. PSNI Inspections	The scope is being developed and the focus will be on matters relating to the efficiency and effectiveness of those areas of policing that are set out in legislation. ³³	To be determined
27. Civil Nuclear Constabulary Inspection Programme	This programme is being finalised and the focus will be on matters relating to the efficiency and effectiveness of the Civil Nuclear Constabulary.	To be determined
28. Counter Terrorism	To be determined (see also project 14 above).	To be determined
29. Ministry of Defence Police (MDP) Inspection Programme	This programme is being finalised and the focus will be on matters relating to the efficiency and effectiveness of the MDP. Included in this programme is an inspection of the use of police stop and search powers.	To be determined
30. British Transport Police Inspection Programme	The programme is being finalised and the focus will be on matters that relate to the efficiency and effectiveness of British Transport Police.	To be determined
3.3 Inspection of other forces		
31. British Crown Dependencies and British overseas territories	Inspections arise by way of commissions from the relevant dependencies or overseas territories. During 2013/14 an inspection of the Sovereign Base Area of Cyprus is planned.	TBC

Programme 4:

Improve the efficiency and effectiveness of inspection

4.1 HMIC change programme		
32. Criteria and Procedures	HMIC's criteria and procedures for inspecting the efficiency and effectiveness of police forces.	Publication provisionally planned for May/June 2013
33. People Development	Further develop HMIC's staff to meet the challenges of the new operating environment (e.g. skills audit, review staffing mix and structure, skills development).	Continuing through 2013/14
34. Organisational Development	Further develop business systems and processes (IT, business planning, inspection processes, performance monitoring, corporate support).	Continuing through 2013/14

³³ Police (Northern Ireland) Act 1998, section 41, states that HMIC shall at least once in every year inspect and report on the PSNI, the PSNI Reserve, police support staff and traffic wardens.

HMIC's funding and workforce

HMIC is principally funded by the Home Office, who will provide £12.37m resource funding in 2013/14. This is made up of £12.12m cash (a cut of 4% on 2012/13) and £0.25m non-cash.

In addition, HMIC receives funds for inspections commissioned by others (such as SOCA/NCA and PSNI). HMIC estimates that these additional funds are likely to amount to approximately £0.8m in 2013/14.

HMIC spends approximately 80% of its funding on its workforce. Around £0.3m is transferred to HM Inspectorate of Prisons for inspecting places of custody. The remainder is spent on travel, subsistence, accommodation and other expenses.

HMIC's workforce is organised as follows (with the approximate proportion of expenditure shown in brackets):

1. The HMIC Board and private office support (21%)
2. Inspection teams (62%):
 - a. regionally-based teams (there are four HMIC regions); and
 - b. nationally-based teams.
3. Inspection support (13%):
 - a. research and analysis;
 - b. project management; and
 - c. publications, web, media and ICT.
4. Business support (4%):
 - a. finance and procurement; and
 - b. HR.

HMIC's workforce is structured as follows:

- Approximately half of HMIC's workforce expenditure is invested in core posts that provide continuity of knowledge and expertise in areas such as force performance, inspection and support services. These are permanent posts most of which are filled with staff on civil service contracts. The HMIs also fall within this category.
- The remaining half of HMIC's workforce expenditure is invested in flexible posts that provide the specific skills and expertise that are needed for the proposed inspection programme. Flexible posts are either:
 - Medium term; typically these posts exist for one or two years and are filled with police officers (and, less frequently, police staff) on secondment from forces; or
 - Short term; typically these posts exist for around three months (in some cases much shorter). They provide skills that are needed infrequently or extra capacity for periods of peak workload (usually when

inspections are in the fieldwork phase). These posts are usually filled with HMIC Associates (individuals paid a fee for short periods of work). Sometimes they are filled with police officers on secondment from forces.

Police secondees provide HMIC with access to current professional practice and operational experience. Secondments provide forces with an opportunity to broaden the experience of their future senior officers and staff.

In 2013/14, HMIC plans to develop its workforce so that it has access to the specific policing skills it needs for the inspection programme, increasingly to professionalise its inspection capability and further to develop the efficiency and effectiveness of its inspection support and business support functions.

Resourcing additional commissions

In addition to the work set out within the proposed inspection programme:

- a Local Policing Body may at any time request an inspection; and
- the Home Secretary may, at any time, require an inspection.³⁴

HMIC may charge Local Policing Bodies that request inspections those costs that HMIC deems to be reasonable.³⁵ HMIC may use these fees to pay for additional staff.

Inspections required by the Home Secretary will be resourced as follows:

1. In the first instance, HMIC will seek to accommodate the commission within the existing inspection programme with existing resources. This may be possible for smaller inspections or if the scope of the commission means that it is suitable to be added to one of the inspections already included in the inspection programme.
2. If that is not possible, HMIC will seek to agree with the Home Secretary which inspections should be given priority and HMIC will then reschedule the inspection programme accordingly. Alternatively, the Home Secretary may decide to provide HMIC with additional resources.

³⁴ Police Act 1996, Section 54 (2B).

³⁵ Police Act 1996, Section 54 (2BB).

Annex A: Responses – Confidentiality and 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) and the Data Protection Act 1998 (DPA)).

If you want 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, among 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 4 of this document should you require a copy of this consultation paper in any other format.

Annex B: HMIC's model for assessing risk

This model sets out how HMIs determine which areas of policing to put forward to the Home Secretary for inclusion in HMIC's inspection programme. Inspecting on the basis of risk enables HMIC to focus its limited resources on those areas that matter the most and ensure that the burden on forces from inspection is proportionate.

1. Efficiency and effectiveness

HMIC will consider efficiency and effectiveness, taking account of the seriousness of the harm and the level of mitigation expected, using the following criteria:

Effectiveness:

Crime and Public Protection – if the public are exposed to harm in cases where mitigation might be expected.

Legitimacy – if the legitimacy of the police might be undermined in the eyes of the public.

Efficiency: if financial or resourcing decisions impair the crime-fighting capability or sustainability of the service, or mean that the public are not getting a good deal for their money.

2. Performance

HMIC will judge whether to include an area of policing in its proposed inspection programme, following a consideration of performance in the following areas:

- a. Efficiency and/or effectiveness (as set out above).
- b. The extent to which the police recognise that there is a problem.
- c. The prospect that the police will succeed in tackling the problem (taking account, for example, of their capacity and capability).
- d. Whether the problem is likely to be short-lived or enduring.

In some cases, HMIC will inspect for the purposes of assurance – to check the extent to which the above criteria are met.

HMIC will consult the public, their elected representatives, the police and stakeholders, and take their views into consideration before determining which areas to put forward to the Home Secretary for approval.

Annex C: Inspections for consultation

The table below shows the six inspections that are the subject of this consultation.

Project	Description	Dates
<i>Freeing Up Police Time</i>	<i>Following a review of the progress made with the issues raised in HMIC's 2010 report Stop the Drift.³⁶ HMIC intends to scope an inspection to identify what else might be done to reduce unnecessary burdens on forces. This would include an examination of how police efficiency and working practices should be improved through the use of modern technology.</i>	<i>Publication winter 2013, subject to scoping</i>
<i>Preventive Policing</i>	<i>This inspection will examine police efficiency and effectiveness in preventing crime. It will examine the extent to which the police:</i> <ul style="list-style-type: none"> <i>• adopt an approach that is well-designed to prevent crime, rather than react to crime after it has been committed; and</i> <i>• apply techniques that are known (based on the best evidence available) to prevent crime. This would include the extent to which officers in the field are provided with the training, information and equipment they need to practise those techniques.</i> <i>These were key issues raised in HMIC's 2012 report Taking Time for Crime.³⁷</i>	<i>Publication provisionally planned for early 2014</i>
<i>Police Attendance</i>	<i>The scope of this inspection is subject to further development, but HMIC envisage that it will examine police efficiency and effectiveness in responding to calls from the public. If the police do not do this well, there can be serious consequences for the public. The inspection will examine the standard of service delivery, the level of public satisfaction and how this varies from force to force. It will include forces' policies, their response times, the quality of their interactions with the public (including areas such as civility and follow-up contact), and the productivity of officers (including issues such as the extent to which officers deployed have the information they need when they need it).</i>	<i>Publication provisionally planned for early 2014</i>

³⁶ HMIC (2010) *Stop the Drift: A Focus on Twenty-First Century Criminal Justice*. Available from www.hmic.gov.uk.

³⁷ *Taking Time for Crime: A study of how police officers prevent crime in the field*, HMIC, September 2012, www.hmic.gov.uk.

Police use of Automatic Number Plate Recognition (ANPR)	<i>This inspection will examine the police use of ANPR to prevent crime. It will follow up on the recommendations made in the Independent Police Complaints Commission (IPCC) report published after the murder of Ashleigh Hall,³⁸ which found serious inconsistencies were having a significant adverse effect on the effectiveness of ANPR nationally</i>	TBC
Police Leadership and Culture	<i>The scope of this inspection is subject to development but may include the ways in which the leadership of the police service has responded to the findings and recommendations of HMIC's two recent integrity inspection reports³⁹ and the Leveson Inquiry report.⁴⁰ This inspection is scheduled to take place after forces have had an opportunity to respond to the findings and recommendations in those reports.</i>	<i>Publication provisionally planned for early 2014/15</i>
Crime Data Integrity	<i>This inspection will examine the effectiveness of the police in dealing with reports of crime by members of the public. It is envisaged that this will include whether the police determine correctly that there has been a crime. The scope of this inspection is subject to development but is likely to build on the findings of HMIC's previous inspections.⁴¹ Scoping work will include consultation with the Crime Statistics Advisory Committee.⁴² This inspection is scheduled to take place after forces have had an opportunity to respond to HMIC's previous inspections and as soon as HMIC resources allow.</i>	<i>Publication provisionally planned for 2014/15</i>

³⁸ *Independent investigation into the use of ANPR in Durham, Cleveland and North Yorkshire from 23 – 26 October 2009*, IPCC, February 2011, http://www.ipcc.gov.uk/en/Pages/inv_reports_north_region.aspx.

³⁹ HMIC (2011) *Without Fear or Favour: A review of police relationships*; HMIC (2012) *Revisiting Police Relationships: Progress report*. Both available from www.hmic.gov.uk.

⁴⁰ Lord Justice Leveson (2012) *Leveson Enquiry: culture, practice and ethics of the press*. Available from www.levesoninquiry.org.uk.

⁴¹ HMIC (2012) *The Crime Scene: A review of police crime and incident reports*. Available from www.hmic.gov.uk.

⁴² The Crime Statistics Advisory Committee is a non-statutory body established by the National Statistician offering independent advice to a number of bodies including HMIC, on matters related to the measurement of crime and the collection and presentation of crime data for England and Wales. See www.statisticsauthority.gov.uk.

Annex D: Acronyms

ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
ASB	Anti-social behaviour
BTP	British Transport Police
CNC	Civil Nuclear Constabulary
CSASE	Child Sexual Assault and Sexual Exploitation
CSR	Comprehensive Spending Review
CJS	Criminal Justice System
DECC	Department of Energy and Climate Change
FOIA	Freedom of Information Act
DPA	Data Protection Act
HMCIC	Her Majesty's Chief Inspector of Constabulary
HMI	Her Majesty's Inspector of Constabulary
HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	Her Majesty's Revenue and Customs
IPCC	Independent Police Complaints Commission
MDP	Ministry of Defence Police
MDPGA	Ministry of Defence Police and Guarding Agency
MOPAC	Mayor's Office for Policing and Crime
NABIS	National Ballistics Intelligence Service
NCA	National Crime Agency
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PNC	Police National Computer
PND	Police National Database
PSNI	Police Service of Northern Ireland
SPR	Strategic Policing Requirement
SOCA	Serious and Organised Crime Agency
TBC	To Be Confirmed

Annex E: HMIC's Inspection Framework

HMIC's risk-based framework for inspection of Home Office forces:

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:
 - a. inspection findings to the public and PCCs (and authorities in the transition period);
 - b. serious concerns about performance to the Home Secretary;
 - c. accounting officer issues to the Permanent Secretary; and
 - d. 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 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.