



HMIC Annual Report 2010/11

A report on the work of HMIC in the year from 01 April 2010 to 31 March 2011
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Introduction

HMIC inspects and reports on the efficiency and effectiveness of police forces and specified national police agencies. We monitor trends and reveal the facts and opportunities for improvement, enabling the public and their elected representatives to hold forces to account.

HMIC does not inspect everything the police do but takes a risk based approach in deciding on its programme of work.

This report sets out the key projects undertaken during the financial year 2010/11 along with the resources deployed (our people and our budget).

Major HMIC work and reports in 2010/11

Table 1 below gives details of the most important HMIC work undertaken in 2010/11.¹ A reconciliation of the performance achieved compared with the objectives set out in the 2009/11 business plan is set out at Annex A.

Table 1:

Report	Key Findings
Forces in England and Wales	
Police guidance Published July 2010	<u><i>Police bogged down by guidance</i></u> The overly cautious approach of the service resulted in 2,615 pages of guidance for officers over the previous year. The production of guidance around particular risks and legislation which had been rising year on year was leading to a growth of specialists and less visible officers being available to the general public.
Valuing the police: policing in an age of austerity Published July 2010	<u><i>Police could save up to £1bn (12%)</i></u> Forces could save up to £1bn (12%) without reducing police availability. This would not be easy to find, and savings beyond that would lead to a reduction in police availability. This would mean fewer police on the street and fewer police to respond to emergency and non-emergency calls.
Basic Command Unit Inspections Published Aug 2010	Inspections of Salford and Trafford Basic Command Units.
Stop the rot: anti-social behaviour Published Sept 2010	<u><i>Recovering our streets and our peace: a new approach was needed to restore civility to public places</i></u> HMIC found that ASB was widespread, people who suffer adjusted their lives to avoid it, a significant number suffered repeatedly and high levels of intimidation can occur if they report it to the police. When the police took swift action, the public were very satisfied. But the police did not always attend calls for help and their systems were not always able to identify repeat callers or the most vulnerable.
Police governance in austerity Published Oct 2010	<u><i>Police authorities needed to rise to the challenge of budget cuts</i></u> Police authorities had a crucial role to play but few were well prepared. Their responsibilities had grown since the 1970s to more than 150 separate duties, powers and discretions with 57 pieces of legislation. They were responsible for setting spending priorities and the choices they made would have an impact on policing long after the introduction of their replacement – elected

¹ NB: does not include projects that started in 2010/11, but were not published until 2011/12.

	Police and Crime Commissioners.
Stop the drift: a focus on 21st Century Criminal Justice Published Nov 2010	<u><i>Inspection of criminal justice processes</i></u> The criminal justice system was found to be fragmented and bureaucratic, stifling innovation to speed up sluggish processes and raise confidence. More needed to be done to explain to the public why some offenders never ended up in court. The system would work better if justice agencies stopped it growing, improved wasteful processes, and made the most of innovation. But all agencies needed to pull together.
Monitoring of police force performance Published Nov 2010	<u><i>HMIC recognised improvements in two forces</i></u> HMIC recognised that the two forces with the greatest performance issues in comparison to other forces in England and Wales – Greater Manchester and Nottinghamshire – had improved. This followed a statement in March 2010 by HMIC which noted that although crime rates had been falling in Nottinghamshire, they had not been falling as fast as they had in similar areas. The number of violent crimes that resulted in an injury remained the highest in England and Wales. And public confidence in the force was the lowest in the country.
Public order review Published Feb 2011	<u><i>Police were adapting their tactics to the changing nature of protests, but the pace must accelerate</i></u> Police forces cannot plan for a quiet world and must swiftly adapt in real-time to protests that pose risks to public safety. The service was taking up HMIC's recommendations (made in "Adapting to Protest," 2009) in their new training procedures. However these changes were taking time to embed with officers; months if not years.
Demanding times Published March 2011	<u><i>Police workforce comparisons</i></u> The debate about protecting the front line has been frustrated by the absence of a definition – HMIC developed a definition following a request to do so by the minister of state for policing and criminal justice. In applying this definition HMIC found that around 68% of the workforce was front line. Of the total number of police officers and PCSOs, 61% were in visible roles. But the proportion available at key times was 12% due a number of factors including shift working.
Police authority inspections Published through the year	Police authorities inspected in 2010/11 were: Merseyside, Humberside, Hertfordshire, Cleveland, West Mercia, Cumbria, Surrey Bedfordshire,
Criminal Justice joint inspections Published through the year	Criminal Justice Joint Inspections were completed as follows: <ol style="list-style-type: none"> 1. A Joint thematic review of the management of gang issues among young people 2. Custody inspections (Hackney, Surrey, North Yorkshire, Wandsworth, Merton, Kingston upon Thames, Bexley, Greenwich, Brent, South Yorkshire, Harrow, Bedfordshire, North Wales, Avon and Somerset, West Midlands) 3. Youth crime prevention.

National organisations and other forces	
<p>Police National Computer (PNC) inspection and audit Published Jan 2011</p>	<p><u>Inspection of ACPO Criminal Records Office (ACRO)</u> ACRO provide certificates of citizens criminal history to assist them with their visa applications. HMIC rated their compliance with PNC policies as excellent.</p>
<p>Counter terrorism – value for money</p>	<p>Restricted – report not published.</p>
<p>Learning the lessons from Stockwell</p>	<p>Restricted – report not published.</p>
<p>British Transport Police (BTP) Published Feb 2011</p>	<p><u>Inspection Report</u> HMIC assessed how well the force was performing in areas of local crime and policing, protection from serious harm, confidence and satisfaction, and value for money. BTP performed well in responding to immediate incidents, reducing violent offences, improving victim satisfaction, investigating fatalities and returning the railway to normality. More needed to be done to reduce cable theft, improve victim satisfaction and increase female representation in the workforce.</p>
<p>Royal Gibraltar Police (RGP) Published Jan 2011</p>	<p><u>Inspection Report</u> This inspection identified the need to improve IT systems, training, RGP's approach to dealing with organised crime, their ability to secure aid from the UK in the event of a major incident, and performance management.</p>
<p>Royal Navy Police, Special Investigations Branch Published Nov 2011</p>	<p><u>Royal Navy Police Special Investigations Branch (SIB)</u> HMIC commended the leadership that resulted in the SIB becoming a more professional organisation and made a number of recommendations to improve their reactive and proactive capabilities.</p>
<p>Police Service of Northern Ireland (PSNI) Published Feb 2011</p>	<p><u>Inspection Report</u> This report found PSNI were performing well in reducing non-domestic violence, the number of people killed or seriously injured on the roads and tackling sectarian crime. More needed to be done to identify repeat and vulnerable victims, electronically update arrest and conviction data, consistently report information on security and terrorist attacks, prepare an annual public order threat and risk assessment, accelerate work to ensure effective contingency arrangements for extraordinary demand and designate a senior lead for collaboration.</p>

Serious and Organised Crime Agency (SOCA) February 2011	<u><i>Inspection Report</i></u> Confidential – not to be published
Her Majesty's Revenue and Customs (HMRC)	Reports for 2010/11: the handling of human intelligence sources, revisited.

HMIC Use of resources in 2010/11

People

The tables below (tables 3 & 4) show the proportion of employees in HMIC for 2010/2011 by contract type.

Table 3. Employee by contract type – March 2011

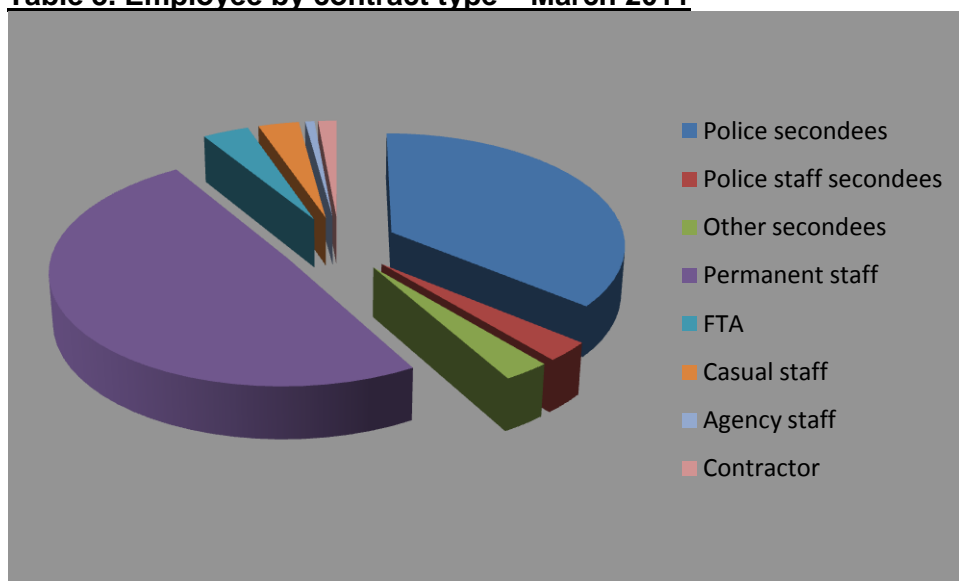


Table 4

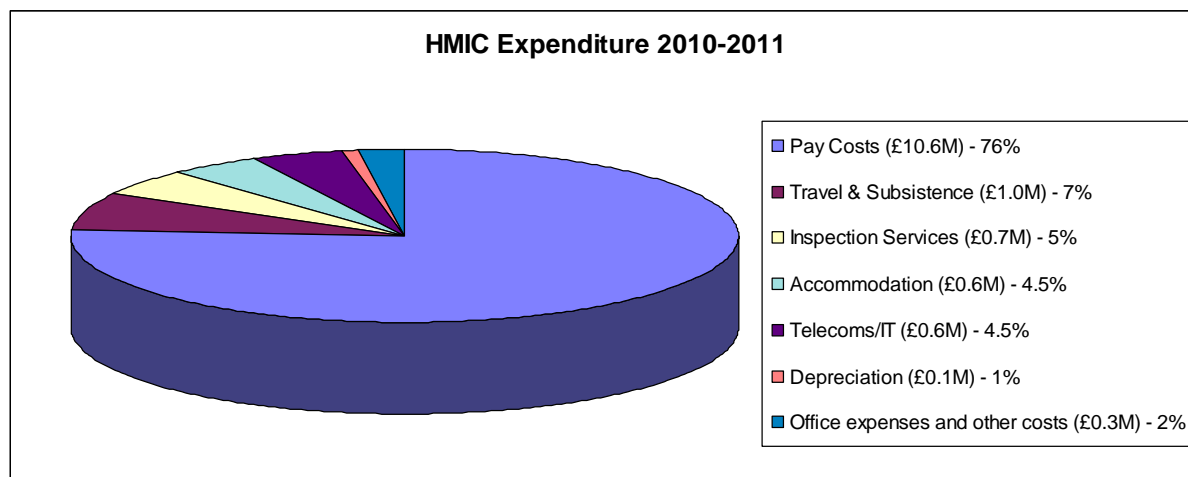
	Mar-10	Mar-11
Police secondees	59	50
Police staff secondees	6	4
Other secondees	3	4
Permanent staff	67	68.65
FTA	6	5
Casual staff	5	4.4
Agency staff	14	1
Contractor	7	2
	<hr/>	<hr/>
	167	139.05

HMIC continues to re-shape its work force with a reduction in the proportion of seconded police officers and staff and much less reliance on other contingent labour.

Budget

During 2010/11, HMIC's Resource Expenditure totalled £13.95M, of which over three quarters was for staff pay costs.

HMIC Expenditure 2010-2011



Income

HMIC received total income of £1,027,755 from the following organisations in return for services provided in 10/11:

Serious and Organised Crime Agency - £314,044
HM Revenue & Customs - £250,000
Office of Security and Counter Terrorism - £140,000
Police Service of Northern Ireland - £130,000
British Transport Police - £60,000
Joint Inspections - £42,000
Gibraltar Police - £30,000
Ministry of Defence - £21,334
National Policing Improvement Agency - £2,700

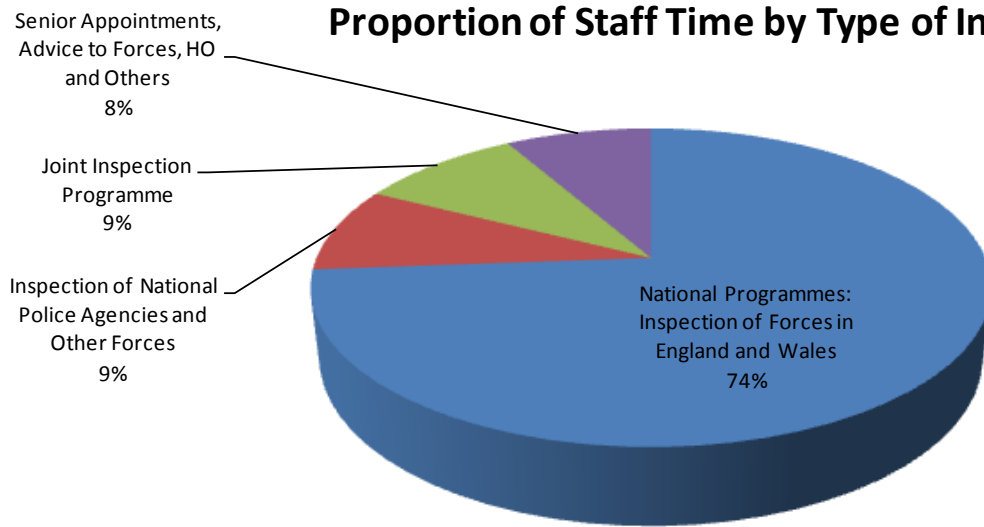
The balance of HMICs resource costs, totalling £12.92M, were funded from central Home Office budgets.

Use of Staff Resources

Over 92% of HMIC staff resources were spent on Inspection Activity in 2010/11: 74% were used on National Programmes for Police Forces in England and Wales, 9% for National Police Agencies and Other Forces, and 9% on Joint Inspections.

8% of Staff Resources were taken up with general advisory activities including Senior Appointments, Advice to Authorities, Forces, Home Office and Ministers, and Complaint Handling.

Proportion of Staff Time by Type of Inspection



Annex A: HMIC's performance in 2010/11 against the objectives set out in the 209/11 business plan

✓ = Project completed in 2011/12

✘ = Project planned but not completed in 2011/12 (delayed or cancelled)

No	Description	Outcome
1	Deliver a programme of police authority inspections in collaboration with the Audit Commission – publishing individual reports.	✓
2	Publish an “emerging findings” report on police authority inspections	✓
3	Deliver a risk assessed programme of VfM inspections of forces	✓
4	Design a thematic inspection of workforce productivity – including a consultation process	✓ Rolled into the VfM inspection programme
5	Deliver the “working for the public” thematic inspection	Rolled into the VfM inspection programme
6	Follow up to subsidiarity – review of initiatives	✓ Commenced Feb 2011
7	Reconsider thematic inspections of strategic roads policing, professional standards and information management	✓ Elements covered in a 2011/12 inspection of integrity
8	Thematic inspection of handling rape cases	✘ Rape inspection completed in 2011/12
9	CT further thematic inspection	✓

Annex B: Acronyms

ACPO	Association of Chief Police Officers
BTP	British Transport Police
CJS	Criminal Justice System
CNC	Civil Nuclear Constabulary
CSR	Comprehensive Spending Review
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
LCSB	Local Safeguarding Children Boards
MAPPA	Multi-Agency Public Protection Arrangements
MPS	Metropolitan Police Service
NAO	National Audit Office
NPIA	National Policing Improvement Agency
OSCT	Office for Security and Counter Terrorism (Home Office)
PACE	Police and Criminal Evidence Act
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PSNI	Police Service of Northern Ireland
SOCA	Serious and Organised Crime Agency