



Inspecting policing  
in the public interest

# **Her Majesty's Inspectorate of Constabulary: Business Plan 2011/12**

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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 plan outlines the key programmes and projects that our inspectorate expects to undertake during the 2011/12 financial year, along with the resources deployed (our people and our budget).

## Programme of work 2011/12

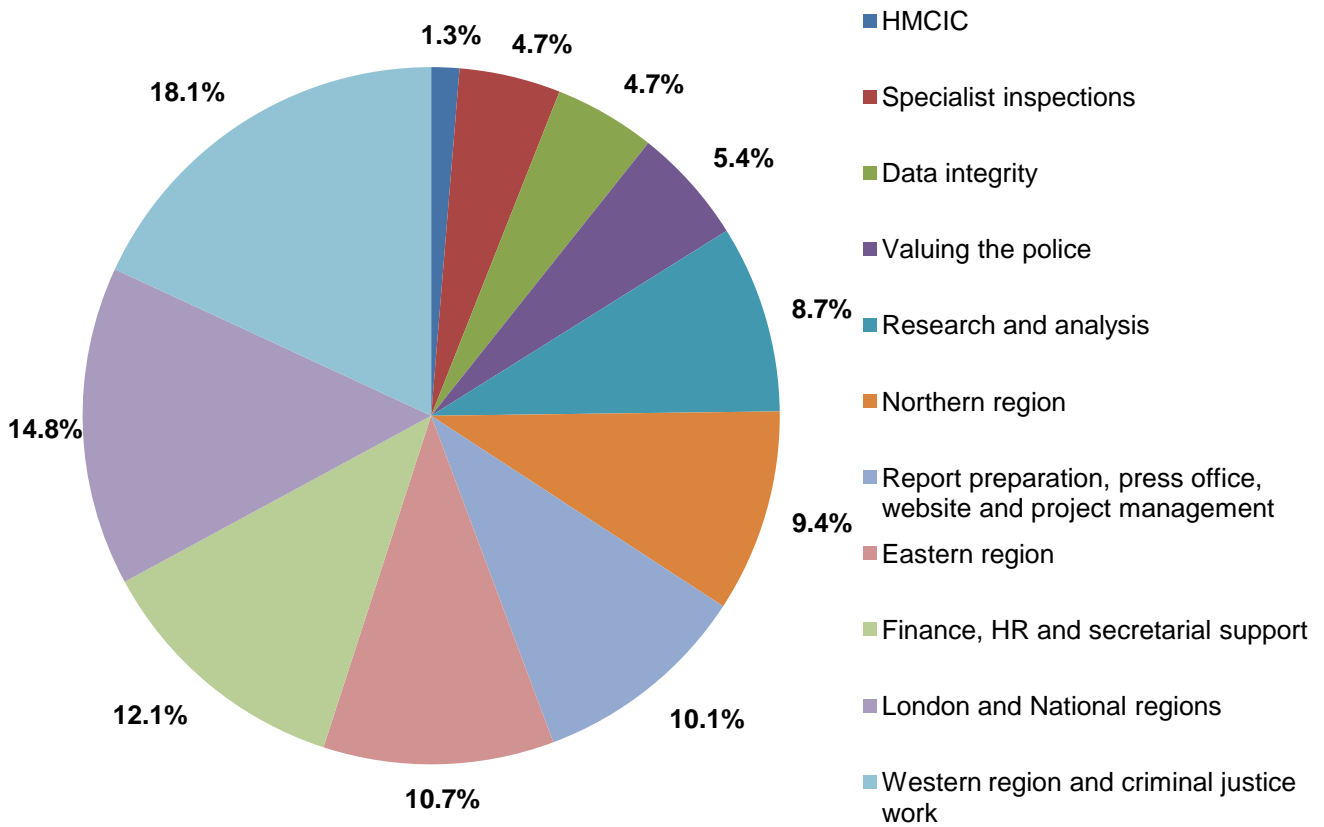
1. Annual publication of crime and cost comparisons commencing in October 2011, principally based on comparison against self (emphasising the local context and local responsibilities) with national, metropolitan and similar shire comparisons available as background if required. Enabling the public to choose the data compared, accessible through [www.police.uk](http://www.police.uk).
2. Inspection of crime data integrity.
3. Examination of police plans for the comprehensive spending review period to assess impact on frontline services (crime fighting and police availability).
4. A baseline on collaboration (public and private sector) to identify emerging good practice and barriers.
5. Monitoring the programme to reduce bureaucracy, and development of a gate-keeping role to limit the burden of regulation on the police sector.
6. A baseline on the strategic police requirement.
7. Joint inspections with other agencies as set out in the *Joint Inspection Business Plan 2011–13*.<sup>1</sup>
8. Monitor police outcomes and inspect areas of exceptional risk or public interest (eg police integrity, public order, rape and use of undercover officers).
9. Publish the Chief Inspector's assessment of the efficiency and effectiveness of policing in England and Wales for the year.
10. Inspection of national police agencies as agreed with those agencies (SOCA, HMRC, British Transport Police, Civil Nuclear Constabulary, MOD) and other forces (eg PS Northern Ireland and Royal Gibraltar Police).
11. Advice to the Home Secretary on Chief Constable applications (until April 2012) and, when required, involvement in senior / chief officer misconduct cases.
12. Develop HMIC's role in relation to Police and Crime Commissioners.

<sup>1</sup> Available from [www.hmic.gov.uk](http://www.hmic.gov.uk) (search for 'CJJI business plan').

# Resources

## People

HMIC divides its staff into inspection teams (associated with a specific geographic region or programme) and support services (comprising research and analysis, and corporate services, which includes finance, human resources, communications, and project management). The following chart shows what proportion of staff we plan to allocate to each area in 2011/12; the organogram at Annex A details HMIC Board member responsibility for each team.



### HMIC planned allocation of staff in 2011/12

Some of our staff are permanently employed, some are short-term specialist appointees and others are seconded directly from police forces or other agencies; and we plan to retain this mix in 2011/12. This allows us to respond quickly to changing requirements.

This plan has been agreed by the HMIC Board and takes account of our priorities, the planned programme of work for 2011/12 (page 4) and the phased reduction in our budget over this spending review period (see 'Budget' section below, which also contains details of our headcount totals).

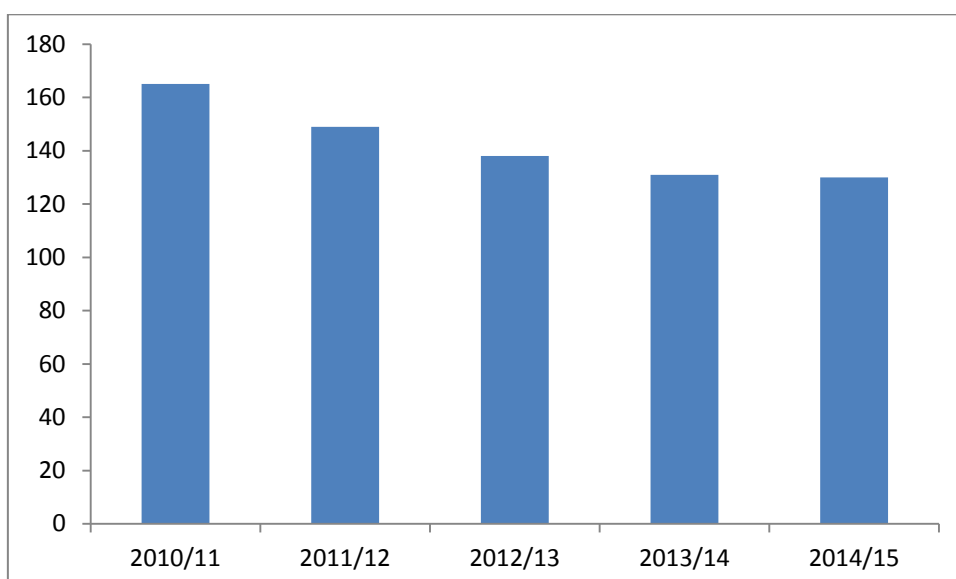
## Budget

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 £12.5m by 2014/15, as the following table shows.

	2011/12	2012/13	2013/14	2014/15
<b>Pay costs</b>	10,955	10,216	9,634	9,826
<b>Non pay costs</b>	3,695	3,603	3,667	3,378
<b>Income</b> (from chargeable inspections)	-849	-813	-700	-700
<b>Total</b>	<b>13,801</b>	<b>13,006</b>	<b>12,601</b>	<b>12,504</b>

### HMIC projected budget 2011/12–2014/15 (£,000)

In 2011/12, some of these savings will be made from 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 continuing to reduce headcount, as the following chart illustrates.



### HMIC projected headcount 2010/11–2014/15

The oversight and implementation of the HMIC budget and workforce plan will be the responsibility of the HMIC Operations Group. This group monitors progress each month using key metrics that cover budget, headcount, workforce mix, and diversity. Key issues and risks are escalated to the HMIC Board.

## Annex A: Organogram

### HMIC Board

