



HMIC Inspection Programme 2013/14

© HMIC 2013

www.hmic.gov.uk

ISBN: 978-1-78246-145-6

Contents

- HMIC’s programme of work 2013/14** **3**
 - Areas of inspection 3
 - Schedule..... 3
 - The impact of inspection on forces 3
 - Inspection framework..... 4
 - Equality and diversity 5

- Inspection programme – Detail** **6**
 - Programme 1: Inspect efficiency and effectiveness of the police in England and Wales 6
 - Programme 2: Support police governance and leadership..... 9
 - Programme 3: Inspect the efficiency and effectiveness of national police agencies and other forces 10
 - Programme 4: Improve the efficiency and effectiveness of inspection.... 11
 - Joint Inspection Programme 11

- HMIC’s funding and workforce** **14**
 - Resourcing additional commissions 15

- Annex A: HMIC’s model for assessing risk** **16**
 - 1. Efficiency and effectiveness 16
 - 2. Performance 16

- Annex B: Acronyms** **17**

- Annex C: HMIC’s inspection framework** **18**

HMIC's 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). This document summarises the inspection work HMIC plans to start or complete in 2013/14.

Areas of inspection for 2013/14

The programme includes details of all inspection work planned for 2013/14, and is correct as of May 2013. This work includes:

- programmes that started in 2012/13 (for instance, the Stop and Search inspection);
- inspections that HMIC is obliged to undertake by law (such as inspections of the Civil Nuclear Constabulary)
- criminal justice joint inspections, where HMIC is either the lead or a contributor to a project or programme (for example, the continuing review of police force custody suites);
- inspections we have already been commissioned by the Home Secretary to carry out in 2013/14; and
- new areas of focus for 2013/14.¹

Summaries of the planned programmes and projects in all these categories are included in the 'Inspection Programme' chapter.

Schedule

Following feedback received during the consultation process, HMIC is developing a revised schedule for 2013/14. This will be published on www.hmic.gov.uk.

However, it is important to note that this schedule will still be subject to change. It may be altered as a result of commissions received mid-year (from the Home Secretary or a Police and Crime Commissioner, for example) leading to some work being deferred to a later date. In such circumstances, HMIC is committed to consulting with stakeholders (to ensure we have an accurate picture of the effect of any delay), and to publishing an updated schedule.

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

¹ These were subject to stakeholder and public consultation in April and May 2013, and this programme was been updated as a result of feedback from this exercise. A full summary of the responses received is available from the HMIC website (www.hmic.gov.uk).

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 A). 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. We will also investigate the possibility of combining inspections wherever practicable.
- 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 has introduced a 'Gateway' function, which includes a single point of contact (SPOC) in HMIC to oversee all of its data collections and provide assurance that they are efficient and effective. As part of this HMIC will, where possible, plan inspections so that they use existing data collections from forces rather than creating new demands for information. In due course, it is expected that the HMIC Gateway process will also assist with the co-ordination of police data collections by other inspectorates and regulators.
 - HMIC will ensure that any remedy or action which we recommend 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 2013/14.

Inspection framework

The inspection programme sets out the inspections HM Chief Inspector of Constabulary proposes to carry out.² 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 C.

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

Equality and diversity

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

- monitor and maintain a good workforce representation;
- ensure all our staff are aware of obligations under the Public Sector Equality Duty;
- include within our monitoring of force efficiency and effectiveness their performance with respect to equality and diversity; and
- within all our inspections, give consideration to inequality and, where identified, make recommendations to improve experiences for protected groups. These recommendations will be published in our inspection reports.

Inspection programme – Detail

Please note that the scope of individual inspections is subject to change. HMIC will consult with stakeholders when finalising its plans for each inspection.

Programme 1: Inspect efficiency and effectiveness of the police in England and Wales

Project	Description
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.³</p> <p>Recent and anticipated commissions that 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. (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. (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 report⁴. (d) European Arrest Warrants (EAW) Audit and Review - an audit of the SOCA data collected for both Part 3 (outgoing) and Part 1 (incoming) EAWs since 2009/10, to correct any misleading information which has been given to Parliament during this period and to provide reassurance that future data collected by NCA will be accurate. (e) Review of the National Domestic Extremism Disorder Intelligence Unit – a mid-year appraisal of the unit’s functions to ensure there is a clear understanding of the value the unit provides.

³ Police Act 1996, section 54(2B). This section applies to those forces that are funded by the Home Office.

⁴ 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 ⁵ or Common Council ⁶	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, of particular matters, or of particular activities of that force. ⁷
3. Spending Review 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), ⁸ <i>Demanding Times</i> (2011), ⁹ <i>Adapting to Austerity</i> (2011) ¹⁰ and <i>Policing in Austerity: One Year On</i> (2012). ¹¹
4. Crime and Policing Comparator	This application allows members of the public to compare data interactively 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
5. Value for Money (VfM) Profiles	HMIC VfM Profiles provide comparisons similar to the Crime and Policing Comparator (described above) in booklet form.
6. Freeing Up Police Time	Following a review of the progress made with the issues raised in HMIC's 2010 report <i>Stop the Drift</i> , ¹² HMIC intends to scope an inspection to identify what else might be done to reduce unnecessary burdens on forces. This will include (but not necessarily be limited to) an examination of how police efficiency and working practices should be improved through the use of modern technology.
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. ¹³ 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.

⁵ Mayor's Office for Policing and Crime.

⁶ The Common Council for the City of London Police.

⁷ Police Act 1996, section 54(2BA).

⁸ HMIC (2010) *Valuing the Police: Policing in an Age of Austerity*. Available from www.hmic.gov.uk.

⁹ HMIC (2011) *Demanding Times: The Front Line and Police Visibility*. Available from www.hmic.gov.uk.

¹⁰ 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.

¹¹ HMIC (2012) *Policing in Austerity: One Year On*. Available from www.hmic.gov.uk.

¹² HMIC (2010) *Stop the Drift: A Focus on Twenty-First Century Criminal Justice*. Available from www.hmic.gov.uk.

¹³ London School of Economics/*Guardian* (2011) *Reading the Riots*; Riots Victims and Communities Panel (2011) *Five Days in August*.

8. Monitoring	HMIC monitors police efficiency and effectiveness in order to identify aspects of policing to inspect on the basis of risk, and reports inspection findings to the public and Local Policing Bodies: ¹⁴ 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.
9. Child Sexual Exploitation	The term 'child sexual exploitation' covers a wide range of separate offences, which can be committed in a substantial number of ways. This HMIC inspection will assess the leadership, strategies, management, staff training and support, compliance and governance the police have in place to tackle such criminality. While the scope of this inspection is subject to development, in 2013/14 it is likely to include an examination of forces' responses to: <ul style="list-style-type: none"> • newer ways of offending, where the common thread is the way in which technological advances facilitate offenders' modi operandi; • missing children; and • human trafficking.
10. Preventive Policing	This inspection will examine police efficiency and effectiveness in preventing crime. The scope of the inspection is subject to further development, but it may examine the extent to which the police: <ul style="list-style-type: none"> • adopt an approach that is well-designed to prevent crime, rather than react to crime after it has been committed; • 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; and • use automatic number plate recognition (ANPR).
11. Police Attendance	The scope of this inspection is subject to further development, but HMIC envisages 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).
12. HMCIC's Report on the Efficiency and Effectiveness of Policing	HM Chief Inspector of Constabulary (HMCIC) must in each year submit to the Secretary of State a report on the carrying out of 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 for the year in question. ¹⁵
13. Strategic Policing Requirement	This inspection will examine local and national arrangements to counter national threats and will focus in 2013/14 on 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." ¹⁶

¹⁴ Local policing bodies comprise Police and Crime Commissioners (PCCs), MOPAC or The Common Council for the City of London Police.

¹⁵ Police Act 1996, section 54(4A).

¹⁶ Home Office (2012) *Strategic Policing Requirement*, paragraph 1.15. Available from www.homeoffice.gov.uk.

14. Police Leadership and Culture	<p>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 reports¹⁷ and the Leveson Inquiry report¹⁸ and to the package of measures announced by the Home Secretary in February 2013.</p> <p>This inspection is scheduled to take place after forces have had an opportunity to respond to the findings and recommendations in those reports and to the Home Secretary's announcement.</p>
15. Crime Data Integrity	<p>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 in this area.¹⁹ Scoping work will include consultation with the Crime Statistics Advisory Committee.²⁰</p>
16. Police National Computer (PNC) and Police National Database (PND) audits	<p>Following the publication of the Leveson report, 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.</p> <p>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.</p>

Programme 2: Support police governance and leadership

17. PCC / MOPAC Engagement and Support	<p>HMIC engages with and supports PCCs 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>More information on how HMIC works with PCCs is available at http://www.hmic.gov.uk/pcc/</p>
----------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

¹⁷ 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.

¹⁸ Lord Justice Leveson (2012) *Leveson Enquiry: Culture, Practice and Ethics of the Press*. Available from www.levesoninquiry.org.uk.

¹⁹ Most recently, HMIC (2012) *The Crime Scene: A Review of Police Crime and Incident Reports*. Available from www.hmic.gov.uk.

²⁰ 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

18. 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),²¹ and appeals tribunals.²² <p>If a PCC intends to require a Chief Constable to retire or resign, HM Chief Inspector of Constabulary must provide a report to the PCC, Chief Constable and Police and Crime Panel (PCP).²³</p> <p>The PCP may additionally seek a professional view from HMIC.²⁴</p>
19. Special Grants	<p>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.</p>

Programme 3: Inspect the efficiency and effectiveness of national police agencies and other forces

20. Serious Organised Crime Agency/National Crime Agency	<p>Inspection as required. Scope to be determined.</p>
21. National Ballistics Intelligence Service (NABIS)	<p>This inspection commenced in 2012/13 and examines 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.</p>
22. HM Revenue and Customs (HMRC) Inspection Programme	<p>This inspection programme will focus on material issues regarding the actions and omissions of HMRC in preventing, detecting, investigating or prosecuting criminal offences.</p>
23. Police Service of Northern Ireland (PSNI) Human Tissue Act Inspection	<p>This inspection is to assess the work done to implement the recommendations of the ACPO Human Tissue Act audit report, and the 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.</p>
24. PSNI Historical Enquiries Team	<p>This inspection began in 2012/13 and focuses on the work of the Historical Enquiries Team. Detailed terms of reference are available on HMIC's website (www.hmic.gov.uk).</p>
25. PSNI Inspections	<p>The scope is subject to development, but the focus will be on matters relating to the efficiency and effectiveness of those areas of policing that are set out in legislation.²⁵</p>

²¹ Police (Conduct) Regulations 2012, Regulation 26.

²² The HMI also sits on any police appeals tribunal for senior officers (Police Act 1996, Schedule 6, paragraph 1).

²³ The Police (Amendment) Regulations 2011, Regulation 8

²⁴ Police Reform and Social Responsibility Act 2011, Schedule 8, Part 2, paragraph 15(4).

²⁵ 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.

26. Civil Nuclear Constabulary Inspection Programme	This programme is being finalised. The focus will be on matters relating to the efficiency and effectiveness of the Civil Nuclear Constabulary.
27. Counter Terrorism	Inspection as required. Scope to be determined.
28. 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.
29. British Transport Police Inspection Programme	The programme is being finalised. The focus will be on matters that relate to the efficiency and effectiveness of British Transport Police.
30. British Crown Dependencies and British overseas territories	Inspections arise by way of commissions from the relevant dependencies or overseas territories. In 2013/14 this will include an inspection of the Sovereign Base Area of Cyprus.

Programme 4: Improve the efficiency and effectiveness of inspection

31. Criteria and Procedures	Development and publication of HMIC's criteria and procedures for inspecting the efficiency and effectiveness of police forces. This process will include consultation with stakeholders.
32. People Development	Further development of HMIC's staff to meet the challenges of the new operating environment. Work will include a skills audit and a review of staffing mix and structure.
33. Organisational Development	Further development of business systems and processes (including IT, business planning, inspection processes, performance monitoring, corporate support).

Joint Inspection Programme

HMIC works with the other three criminal justice inspectorates (HM Crown Prosecution Service Inspectorate (HMCPSP), HM Inspectorate of Probation and HM Inspectorate of Prisons) to a two-year programme of joint inspections

The latest published plan for this joint inspectorate work (which is subject to separate consultation) covers the period 2013–15, and is available from www.hmic.gov.uk. The rest of this section is taken from this plan, and summarises the joint inspections HMIC is either leading on or contributing to in 2013/14.

Inspections for which HMIC is the sole or joint lead

34. Police and Border Force custody inspections	(Joint lead with HMI Prisons) This programme was established to meet UN Convention obligations to inspect all places of detention. The focus is on strategy; treatment and conditions; and healthcare. The programme started in 2008 and will have inspected all police forces in England and Wales by 2014 (including some re-inspections). Border Force and customs were also inspected in 2012-13.
35. Mental Health (use of Section 136 in police stations)	This inspection began in 2012/13. Its main focus is issues concerning those detained in police stations as a 'place of safety' under section 136 of the Mental Health Act 1983.
36. Police File Quality	(Joint lead with HM Inspectorate of the Crown Prosecution Service) An assessment of whether the quality, timeliness and proportionality of police files supports an efficient prosecution process. This will focus primarily on not guilty pleas in the magistrates' court and a mix of Crown Court cases. It will also use the findings of relevant contemporaneous inspection and compliance monitoring dealing with magistrates' court work.

Inspections to which HMIC contributes, but does not lead

37. Inspection of Youth Offending Work (previously YOT inspections)	(HMI Probation lead) This four-year programme (which started in autumn 2012) combines a full joint inspection programme of a small number of YOTs (strong or poor performance), and an annual screening programme of approximately 20% of YOTs.
38. Inspection of Child Protection Arrangements	(Ofsted lead) In 2012/13, Ofsted led on a redesign of child protection inspections, supported by criminal justice and other inspectorates. After pilot inspections in December 2012, a full programme is due to commence in 2014/15. HMIC may do some work connected to this in 2013/14.
39. Learning disabilities and difficulties (Phase 1)	(HMI Probation lead) A review of how well offenders with learning disabilities and difficulties are managed through the CJS. Phase 1 will examine the stage from arrest to conviction, focussing on the effectiveness of information exchange between agencies in informing sentencing, facilitating access to treatment and support, and reducing reoffending.
40. Contribution of Youth Offending Teams to the work of the Troubled Families Programme	(HMI Probation lead) This will focus on the work of the Programme (together with parallel developments in Wales) and its impact on service provision. It will take into account how public bodies, including youth offending services, evolve in response to this significant change in policy and practice and how effective their contribution has been towards achieving the objectives of the Programme.
41. Disclosure	(HMCPSI lead) There have been a number of high profile cases involving disclosure failures by the police and CPS. The review will look for solutions to the problems identified in managing disclosure effectively. Initial scoping was carried out in January–March 2013. The inspection has been postponed until 2014 to allow the Attorney General's new guidance on disclosure to 'bed-in'.
42. Integrated Offender Management (IOM)	(HMI Probation lead) IOM provides an overarching framework for agencies to prioritise interventions with offenders of greatest concern in their localities. Inspection can assist in assessing the impact of IOM and disseminating good practice. The initial scoping exercise was completed in June 2012 with fieldwork scheduled for spring 2013.

43. Statutory Charging	(HMCPSI lead) The previous joint report in 2008 highlighted a number of concerns over the efficiency of the operation of the statutory charging scheme (whereby the CPS took over the responsibility from the police for determining whether an alleged offender should be charged in the more serious or contested cases, by virtue of the Criminal Justice Act 2003). With changes in the landscape implemented in 2010–11 and 2012–13, this follow-up was postponed to 2013-14.
44. Road Traffic Offences Involving Fatalities	(HMCPSI lead) In the light of the continuing concern about road traffic offences involving fatalities, despite the introduction of new offences in 2008, this review will analyse and assess the quality of police/CPS investigation and prosecution of such cases, and the progress made by the CPS following HMCPSI's 2008 report, establish good practice and make recommendations for positive change. Subject to scoping, inspection will take place in 2013-14.
45. Girls in the CJS	(HMI Probation lead) A joint inspection to establish the extent to which criminal justice agencies, in conjunction with other organisations, are successful in reducing the likelihood of girls offending (especially when under the influence of alcohol) and in reducing the risk of harm they present to others.
46. Substance Misuse in the CJS	(HMI Prisons lead) A review of the identification, care and management of those using illegal substances and diverted medications within the criminal justice system.

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 reduction of 4% from the 2012/13 figure) 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%)
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 by 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 allow 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 to develop further 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.²⁶

HMIC may charge Local Policing Bodies that request inspections those costs that HMIC deems to be reasonable.²⁷ 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 then reschedule the inspection programme accordingly. Alternatively, the Home Secretary may decide to provide HMIC with additional resources.

²⁶ Police Act 1996, Section 54 (2B).

²⁷ Police Act 1996, Section 54 (2BB).

Annex A: 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:

- Efficiency and 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:

- Efficiency and/or effectiveness (as set out above).
- The extent to which the police recognise that there is a problem.
- The prospect that the police will succeed in tackling the problem (taking account, for example, of their capacity and capability).
- 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 B: 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
DECC	Department of Energy and Climate Change
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
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
YOT	Youth Offending Team

Annex C: 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;
 - b. serious concerns about performance to the Home Secretary;
 - c. accounting officer issues to the Permanent Secretary of the Home Office; 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.