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HER MAJESTY'S CHIEF INSPECTOR OF CONSTABULARY ANNUAL REPORT 2004-2005

## HER MAJESTY'S CHIEF INSPECTOR OF CONSTABULARY ANNUAL REPORT

2004-2005

Delivering efficiency | Improving performance



# Report of Her Majesty's Chief Inspector of Constabulary

**2004–2005**

Laid before Parliament by the Secretary of State for the Home Department  
Pursuant to Section 54(4) of the Police Act 1996

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# Report of Her Majesty's Chief Inspector of Constabulary

**For the year 2004–2005**

Ashley House  
2 Monck Street  
London SW1P 2BQ

**The Rt Hon Charles Clarke**  
Secretary of State for the Home Department

I present my Report upon the police forces of England and Wales  
for the period 1 April 2004 – 31 March 2005

**Sir Ronnie Flanagan GBE MA**

## **VISION**

### **“Adding value by improving law enforcement”**

HMIC will promote the efficiency and effectiveness of policing and law enforcement in England, Wales and Northern Ireland through assessment and inspection of organisations and functions for which it has responsibility, to ensure:

- performance is improved;
- good practice is spread; and
- standards are agreed, achieved and maintained.

We will also provide advice and support to criminal justice partners, and play an important role in the development of future police leaders.

## **VALUES**

We will do this:

- in a professional, objective and impartial manner;
- firmly but constructively, communicating clearly and frankly;
- by approaching our tasks with the utmost integrity;
- while respecting the personal confidentiality of discussions held during the course of inspection and assessment;
- by adhering to these values both within and without HMIC; and
- by recognising that people are at the heart of service improvement.

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### Acknowledgements

HMIC gratefully acknowledges the permission of the Warden of Wolfson College Cambridge to have photographs taken of HMIC in the college grounds.

The Lancashire Constabulary are to be thanked for the use of the photographs taken in the force during 2005.

Finally, HMIC is grateful for the technical support of the Central Office of Information during the production of this Report.

## Foreword



### **Adding value by improving law enforcement**

**This is my first Annual Report as Her Majesty's Chief Inspector of Constabulary. In this capacity, I am truly proud to have been given the challenge so ably addressed by my most distinguished predecessors.**

It is my job to build on the rich history I have inherited, and to see that Her Majesty's Inspectorate of Constabulary moves into its next phase with a clear sense of its purpose and function.

## **The Service**

In recent years there has been no lessening in the scale of the overall challenge facing the Police Service. Apart from events in London in July 2005, to which I will allude shortly but which lie strictly outside the scope of this Report, the Service has spent 2004–2005 consolidating its realistic and effective strategies and carefully, conscientiously and without fuss improving its performance, building new and better relationships with communities and working with criminal justice partners to meet Government performance targets.

While I am proud to say that the Service as a whole performs its function extremely well, there is of course currently very important work being done surrounding the structure and configuration it should adopt to meet the challenges of the coming years. That is about building on progress and consolidating good practice, not about change for change's sake. We in the Inspectorate are also looking closely at our own role and functions, to ensure that we are fit for our purpose – adding value by improving law enforcement.

## **HMIC**

I would like to acknowledge the debt I owe to my immediate predecessor Sir Keith Povey. HMIC also lost a substantial figure when one of the Assistant Inspectors of Constabulary left HMIC to become Chief Constable of Humberside. Given the force's recent history, Tim Hollis was taking on a substantial challenge – one which he relished, and we wish him well.

I welcome Kate Flannery to her new role as our HMI in the Central Region. Also welcome are Huw Jones and Vic Towell as new Assistant Inspectors, both of whom taking charge of substantial portfolios. A final piece of good news is the award of the Queen's Police Medal to Peter Todd, presently HMIC's longest-serving Assistant Inspector of Constabulary.

On a wider front, I welcome Ken Jones as the new President of the Association of Chief Police Officers. He will succeed Chris Fox, who has worked hard as the first full-time President to ensure that the Service's operational voice is heard at the centre of Government. I am also pleased to see Peter Neyroud appointed as the first Chief Executive of the National Policing Improvement Agency. I look forward to working with Ken and Peter as we, with others, press the Service forward.

I continue to enjoy close relationships with my opposite number in Scotland, Andrew Brown; with the Association of Police Authorities; the Police Superintendents' Association; the Police Federation; the Independent Police Complaints Commission; and with my fellow Chief Inspectors. These are important relationships (and there are others, such as those with the less visible staff associations), underlining how interdependent are the various arms of the criminal justice system.

Finally, I cannot praise too highly the hard work and dedication of the individual men and women of the Police Service. Theirs is a difficult, sometimes dangerous but always varied life. I am also blessed by a similarly committed Inspectorate of Constabulary: I am truly grateful for the support I receive. Details of our organisation are given in the Annex.

**Sir Ronnie Flanagan GBE MA**  
**Her Majesty's Chief Inspector of Constabulary**



*Her Majesty's Inspectorate of Constabulary*

*From left to right: Denis O'Connor, Huw Jones, Ken Williams, Jane Stichbury, Kate Flannery, Everett Henry, Sir Ronnie Flanagan, Vic Towell, Robin Field-Smith, Peter Todd*

# CHAPTER 1

## The Police Service in 2004–2005

I have said that this was a year characterised by hard work and steady progress in an overall environment no less demanding than other years. This chapter will set out that work, and will outline some of the important pointers towards the progress made by the Service in its ambition to add value, by means of improved performance, to the daily lives and economic well-being of the communities it serves.



## Counter-terrorism

**A**lthough falling strictly out of the scope of this Report, it is right that I should make reference to the fact that on 7 July 2005, some 52 people were murdered in London by terrorist bombs. What has been made starkly clear is that the Service has once again been greatly assisted by the general public, in two main ways. First, the information flowing into New Scotland Yard from ordinary members of the public has been remarkable. I cannot exaggerate how valuable that information has been in tracing suspects. Second, the vigilance of the public has been vital in preventing further terrorist outrages of this kind. The public has been the eyes and ears of the Service, recognising that however hard police officers work – and work hard they do – they cannot possibly be everywhere all of the time. The public's response has been truly remarkable. What was also remarkable was the skill, effectiveness and professionalism of the response of the emergency services to these awful events: lives undoubtedly were saved.

## Performance

### Introduction

Traditionally, HMCIC's Annual Report has been a place for putting on record a series of tables and figures which report various facts and data. For some time now, HMIC has not had its own data capture system. Rather, we now rely on the data capture processes of the Home Office. This has reduced the data collection burdens of the Police Service, and ensures a single point for data receipt in the Home Office.

We have also used in our Baseline Assessment methodology the sources of data verified under the Policing Performance Assessment Framework, as I report later in this chapter. I have reflected on this and have concluded that the finite space available to me should be devoted to those performance issues which are of direct relevance to the work of HMIC and which were of particular significance during the year in question. Other statistical information may be accessed via [www.homeoffice.gov.uk/rds](http://www.homeoffice.gov.uk/rds).

One further significant change is that data on complaints made against police officers is now collected by the Independent Police Complaints Commission: my Annual Reports will therefore no longer publish such information. If, however, there was a significant matter in this area for me to comment on then, in consultation with the Commission, I will do so. The work of the IPCC may be viewed at [www.IPCC.gov.uk](http://www.IPCC.gov.uk).

Unless otherwise stated, the data detailed in this Report has been collected directly from the forces themselves by the Home Office's Research, Development and Statistics (RDS) resource, and I am grateful to them for the support which they provide to HMIC. The data is considered to be accurate, although necessary adjustments are sometimes made later.

A few words of warning before proceeding further. As ever, readers should be aware that no two police forces are the same. Each force faces particular policing challenges which arise out of the specific demographic and geographical characteristics of the locality in which they operate. Clearly, the challenges which arise from policing populous conurbations are considerably different from those which the police face in large, sparsely populated areas. It goes without saying, therefore, that the composition of recorded crime in each force varies, to some degree, from the national picture. Similarly, the resource inputs and budget allocations vary from force to force, and this too may impact on performance. It must also be noted that quantitative data, used in isolation, cannot fully provide a comprehensive overview of performance. In order to draw a more comprehensive picture, HMIC, through its inspection and assessment activity, contextualises the raw statistical data and, in partnership with our colleagues in the Home Office, advises forces, Ministers and other stakeholders about the performance trends in each force. Some of these complications may be addressed by comparing a Basic Command Unit's or a force's performance with those in the Most Similar Force groupings. The Policing Performance Assessment Framework provides a structure by which more sophisticated comparative analyses of performance – a prerequisite for the identification of those forces which require the greatest performance improvements – can be produced.

## Notifiable offences and recorded crime

Figure 1 – Notifiable offences recorded by the police in 2004–2005

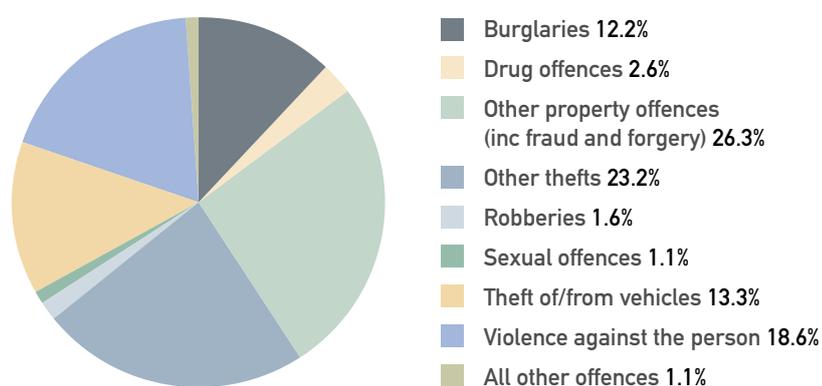


Figure 1 is a breakdown of the notifiable offences which were recorded by the Police Service in England and Wales between 1 April 2004 and 31 March 2005.

Three-quarters of the offences recorded during this period were related to property (burglary, criminal damage, fraud and forgery, and theft). This is a slight reduction on the figure of 78% of recorded crime which these offences constituted in 2003–2004. Violent crime accounted for more than 20% of recorded offences. However, almost half of violence against the person offences recorded by the police involved no injury to the victim. Other crimes which are of interest to the media (drugs, robberies and sexual offences) accounted for just 5.3% of all recorded crimes.

During 2004–2005, 5.6 million offences were recorded by the police: a year-on-year decrease of 6%. This was the first decrease in recorded crime since the Home Office introduced new counting rules in April 1998.

The British Crime Survey estimates that overall crime, including those offences which were unreported and unrecorded, fell by 7% during this period. This was the tenth successive fall in the BCS crime rate: BCS crime has now decreased by 44% from its peak in 1995. The BCS figures also indicate that the risk of becoming a victim of crime during the past year was lower than at any time since the BCS was launched in 1981.

Figure 2 – Percentage change in recorded crime between 2003–2004 and 2004–2005

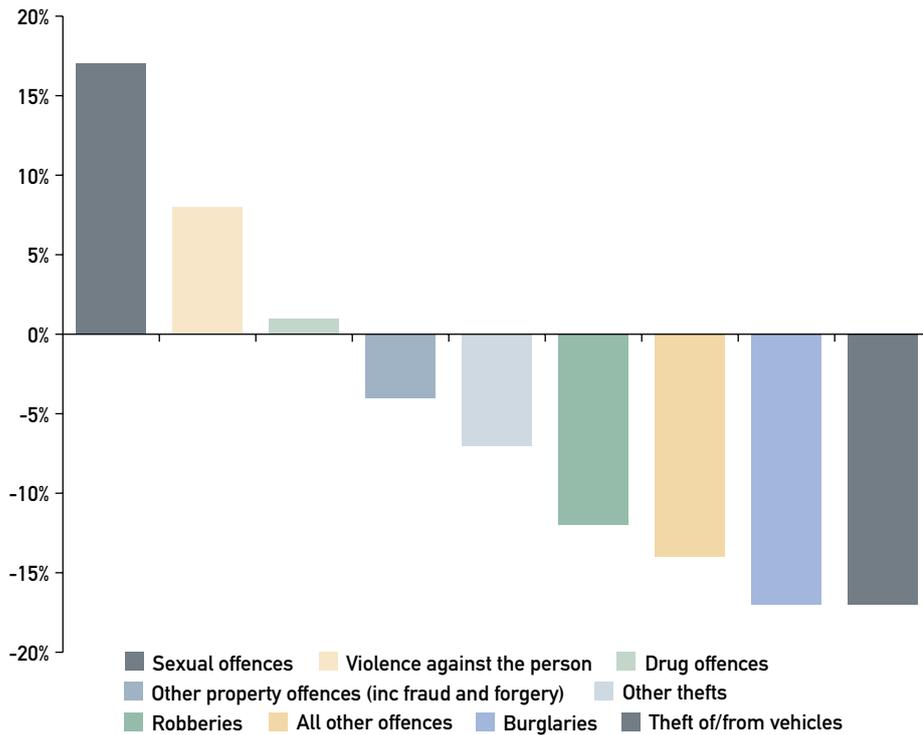


Figure 2 reveals how the number of offences recorded by the Service has changed between last year and this year. The Government’s three priority offences show decreases: 17% in the case of both vehicle crime and burglaries, and 12% in the case of robberies. There were sizeable increases in the incidence of violence against the person and sexual offences, although the 17% increase in sexual offences is primarily due to the change in recording practices for indecent exposure: these offences previously were classified as “other offences”, whereas now they fall into the new category of “miscellaneous sexual offences”.

“This year has witnessed a decrease in the volume of recorded vehicle crime offences.”

## Government priority offences

### Vehicle crime

**Figure 3** – Percentage change in vehicle crime per 1,000 population between 2003–2004 and 2004–2005

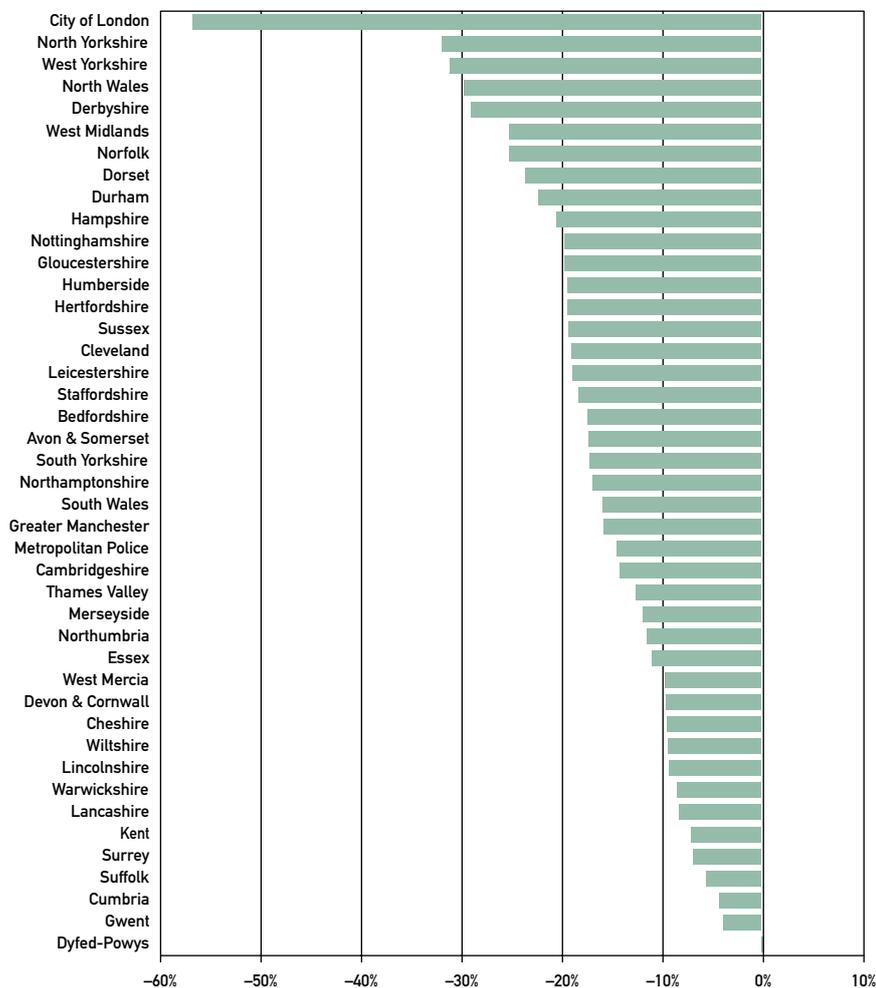


Figure 3 shows the percentage change in vehicle crime per 1,000 population in each force between last year and this year. As may be seen, this year has witnessed a decrease in the volume of recorded vehicle crime offences, with all forces bar one achieving a reduction from last year. This is a highly creditable result, and the Service is to be commended. Since their peak in 1995, recorded crimes of this type have fallen by 44%, while British Crime Survey figures show a 57% reduction over the same period.



## Domestic burglary

**Figure 4** – Percentage change in domestic burglaries per 1,000 households between 2003–2004 and 2004–2005





Figure 4 shows the percentage change in domestic burglary per 1,000 households in each force between last year and this year. All but two of the 43 English and Welsh forces recorded fewer domestic burglaries than during the previous 12 months, which was a considerable improvement on last year. Taking England and Wales as a whole, the number of domestic burglaries recorded by the police fell by 17%; according to the British Crime Survey, underlying offences also fell, by 20%. The reduction in offences recorded this year was the second in succession. This is all very good news indeed: the Service should once again be proud of its achievements.

## Robberies

Figure 5 – Percentage change in robberies per 1,000 population between 2003–2004 and 2004–2005

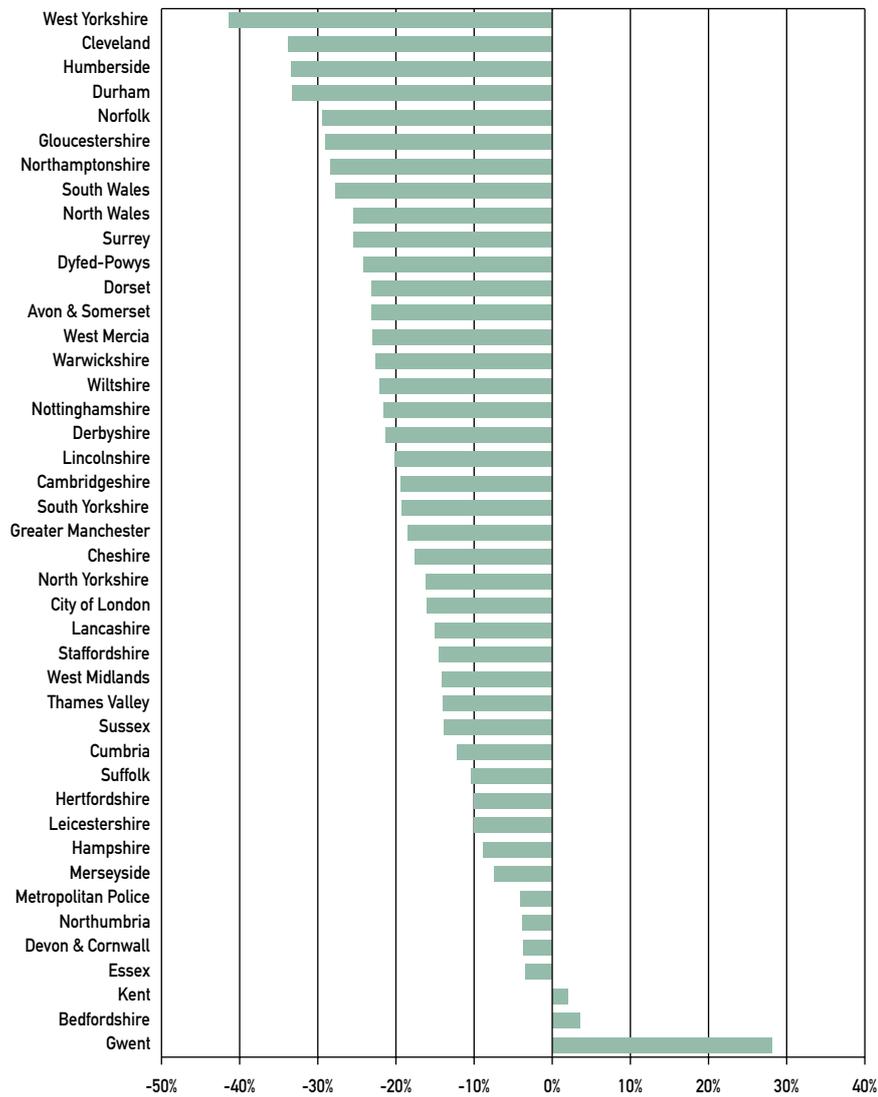


Figure 5 shows the percentage change in the number of robberies recorded per 1,000 population in each force between last year and this year. As may be seen, 40 of the 43 English and Welsh forces witnessed a reduction in the number of recorded offences last year: once again, a significant improvement. Looking at the national picture, robbery offences have now fallen for three consecutive years, decreasing by 12% during the 12 months to April 2005. This contrasts with other recorded violent crimes which, primarily due to the continuing effects of the National Crime Recording Standard (introduced in 2002) and the reclassification of indecent exposure offences just mentioned, once again increased this year.

The Government's Public Service Agreement target on street robbery – to reduce robbery in the ten Street Crime Initiative areas by 14% from 1999–2000 levels by 2005 and to maintain that level – focused on the forces shown in Figure 6. This is the last year of this initiative.

**Figure 6 – Recorded robberies in the Street Crime Initiative forces**

	1999–00	2000–01	2001–02	2002–03	2003–04	2004–05	% change	
							1999–00 to 2004–05	2003–04 to 2004–05
Avon & Somerset	2,381	2,765	4,889	3,504	2,908	2,237	-6.05%	-23.07%
Greater Manchester	8,634	9,918	11,027	10,745	9,246	7,544	-12.62%	-18.41%
Lancashire	1,058	1,224	1,608	1,409	1,285	1,092	3.21%	-15.02%
Merseyside	2,663	2,405	3,155	2,994	2,347	2,173	-18.40%	-7.41%
Metropolitan Police	36,317	40,992	53,547	42,493	40,639	39,033	7.48%	-3.95%
Nottinghamshire	1,768	2,050	2,725	2,799	2,556	2,004	13.35%	-21.60%
South Yorkshire	1,122	1,438	1,952	2,112	1,400	1,131	0.80%	-19.21%
Thames Valley	1,659	2,147	2,894	2,406	2,286	1,968	18.63%	-13.91%
West Midlands	10,092	11,351	13,322	10,249	10,371	8,905	-11.76%	-14.14%
West Yorkshire	3,088	3,781	5,674	4,947	3,738	2,196	-28.89%	-41.25%
Total	68,782	78,071	100,793	83,658	76,776	68,283	-0.73%	-11.06%

These ten areas accounted for 77% of the robbery offences recorded in England and Wales in 2004–2005, slightly up on the previous year. Clearly, focus on this particular menace must be sustained. Overall, though, we can discern some success in this. The Street Crime Initiative has reversed the steep upward trend in robbery seen from 1999 to 2001. Robbery has fallen by 32% in the ten street crime forces when comparing provisional figures for 2004–2005 with the start of the initiative in 2002 when robbery had reached its peak. This means that there have been 32,527 fewer victims.

This work continues. A report published by the London School of Economics in March 2005 indicates that the initiative has been cost effective. The economic and social cost of the robberies prevented in the first two years of the initiative is estimated to have been between £107 and £130m, which exceeds the average annual cost (£24.1m per year) of the initiative. Although the initiative itself has ended, funding has been made available to the ten Street Crime Initiative forces in 2005–2006. This is to ensure that achievements of the initiative are sustained and that the good practice learnt continues to be applied as well as shared with other non-street crime areas.

### Detections

Detecting crime is central to reassuring the public and reducing offending. The Service detected 1,428,513 crimes in 2004–2005, an increase of 2.5% from the previous 12 months. The overall detection rate for all crimes recorded in 2004–2005 was 25.7%. This represents an increase of 2.2 percentage points from 2003–2004, following a four-year period during which the rate remained fairly stable. This was also the highest detection rate since the Home Office issued Detection Guidance in 1999–2000.

The year 2004–2005 saw increased detection rates in all the main volume crime categories, and between 2003–2004 and 2004–2005:

- robbery detection rate has increased to 19.9% from 18.4%;
- violent crime to 49.5% from 46.8%;
- domestic burglary to 15.9% from 15%; and
- vehicle crime to 10.1% from 9%.

I am extremely pleased to record this encouraging development. Figure 7 provides a more detailed breakdown, using data from the Home Office's Research, Development and Statistics resource.

**“Robbery has fallen by 32% in the ten street crime forces when comparing provisional figures for 2004–2005.”**

**Figure 7** – Change in the number of offences (recorded crime) detected, 2003–2004<sup>1</sup> and 2004–2005

	Number of detections 2003–04	Number of detections 2004–05	% change in number of detections	Detection rate % 2003–04	Detection rate % 2004–05	% point change in detection rate
Violence against the person	479,594	548,107	14.3	50	5.3	3
Sexual offences <sup>2</sup>	20,393	20,761	1.8	39	34	-5
Robbery	18,587	17,665	-5	18	20	2
Violent crime	518,574	596,523	13.1	47	50	3
Burglary	103,714	89,093	-14.1	13	13	0
Theft and handling stolen goods	351,424	334,476	-4.8	15	16	1
Fraud and forgery	81,312	73,010	-10.2	26	26	0
Criminal damage	158,495	165,082	4.2	13	14	1
Drug offences	130,916	135,390	3.4	93	95	2
Other offences <sup>3</sup>	49,552	44,939	-9.3	67	70	3
<b>TOTAL recorded crime</b>	<b>1,393,988</b>	<b>1,428,513</b>	<b>2.5</b>	<b>23</b>	<b>26</b>	<b>3</b>

<sup>1</sup> The detection rate in 2003–2004 is based on the number of recorded crimes unadjusted by any NCRS effect.

<sup>2</sup> Due to changes in the classification and coverage of sexual offences as a result of the 2003 Sexual Offences Act, the detection rate for 2004–2005 is not directly comparable with 2003–2004.

<sup>3</sup> The removal of indecent exposure from the “other” offences groups means that the detection rates for “other” offences is not directly comparable with 2003–2004.

## Call handling

Figure 8 – Number of 999 calls received<sup>1</sup>

Force	2003–2004			2004–2005		
	Number of 999 calls received	target time for responding to 999 calls (secs)	Percentage of 999 calls responded to within target time	Number of 999 calls received	target time for responding to 999 calls (secs)	Percentage of 999 calls responded to within target time
Avon & Somerset	287,535	10	88.0%	264,556	10	95.3%
Bedfordshire	89,141	15	94.1%	94,380	15	95.2%
Cambridgeshire	114,903	12	85.3%	127,002	12	84.3%
Cheshire	124,287	15	88.8%	161,563	15	81.2%
Cleveland	104,108	10	79.0%	103,999	10	91.2%
Cumbria	54,017	10	89.5%	56,225	10	86.8%
Derbyshire	139,867	10	91.4%	136,104	15	96.5%
Devon & Cornwall	243,453	1	92.3%	252,367	10	90.6%
Dorset	96,855	10	74.2%	92,592	10	74.6%
Durham	59,327	10	93.6%	82,346	10	90.8%
Dyfed-Powys	45,862	10	88.7%	46,942	10	82.7%
Essex	253,869	15	88.6%	259,694	15	94.5%
Gloucestershire	70,218	12	91.8%	79,400	10	94.8%
Greater Manchester	577,175	15	86.9%	519,692	15	77.8%
Gwent	95,206	6	73.0%	98,555	10	77.7%
Hampshire	288,830	10	90.3%	282,048	10	92.4%
Hertfordshire	175,349	10	85.3%	181,259	10	81.9%
Humberside	144,793	–	–	148,343	15	91.3%
Kent	247,262	10	90.1%	241,675	10	93.2%
Lancashire	255,226	10	90.4%	248,035	10	93.8%
Leicestershire	156,984	15	89.8%	165,322	15	92.0%
Lincolnshire	89,440	10	96.2%	85,704	10	95.9%
Merseyside	353,178	10	72.9%	412,883	10	75.1%
Metropolitan Police <sup>2</sup>	2,288,519	15	87.9%	2,154,876	15	86.4%
Norfolk	111,465	10	82.0%	109,836	10	83.8%
Northamptonshire	121,598	10	84.4%	128,496	10	88.4%
Northumbria	278,853	15	83.8%	215,932	15	94.5%
North Wales	116,092	10	89.4%	110,822	10	91.5%
North Yorkshire	89,911	10	73.0%	84,460	10	91.1%
Nottinghamshire	296,663	10	83.6%	280,882	10	90.3%
South Wales	276,411	10	82.5%	268,286	10	85.7%
South Yorkshire	248,852	15	73.7%	294,427	15	73.4%

**Figure 8 – Number of 999 calls received (continued)**

Force	2003–2004			2004–2005		
	Number of 999 calls received	target time for responding to 999 calls (secs)	Percentage of 999 calls responded to within target time	Number of 999 calls received	target time for responding to 999 calls (secs)	Percentage of 999 calls responded to within target time
Staffordshire	155,884	10	84.3%	154,534	10	86.9%
Suffolk	110,718	10	79.9%	104,445	10	86.7%
Surrey	139,586	10	90.4%	141,363	10	92.0%
Sussex	272,396	10	80.1%	256,863	10	92.4%
Thames Valley	330,020	10	88.6%	354,648	10	89.5%
Warwickshire	80,030	15	89.0%	80,032	15	94.6%
West Mercia	148,666	10	93.0%	148,731	10	90.8%
West Midlands	682,181	10	94.8%	661,180	10	92.0%
West Yorkshire	483,959	15	83.4%	451,092	15	90.9%
Wiltshire	87,012	10	89.6%	101,924	10	84.8%
England and Wales	10,385,701		85.3%	10,243,515		86.1%

1 Data from four forces are not available at the time of publication.

2 The City of London's 999 calls are dealt with by the Metropolitan Police.

Figure 8 shows that the number of 999 calls fell slightly between 2003–2004 and 2004–2005 (by 1.4%), while the percentage of such calls responded to within the target time rose by 0.8%. This result should be seen in the context of the thematic inspection report “First Contact”, referred to in Chapter 2.

## Race and criminal justice

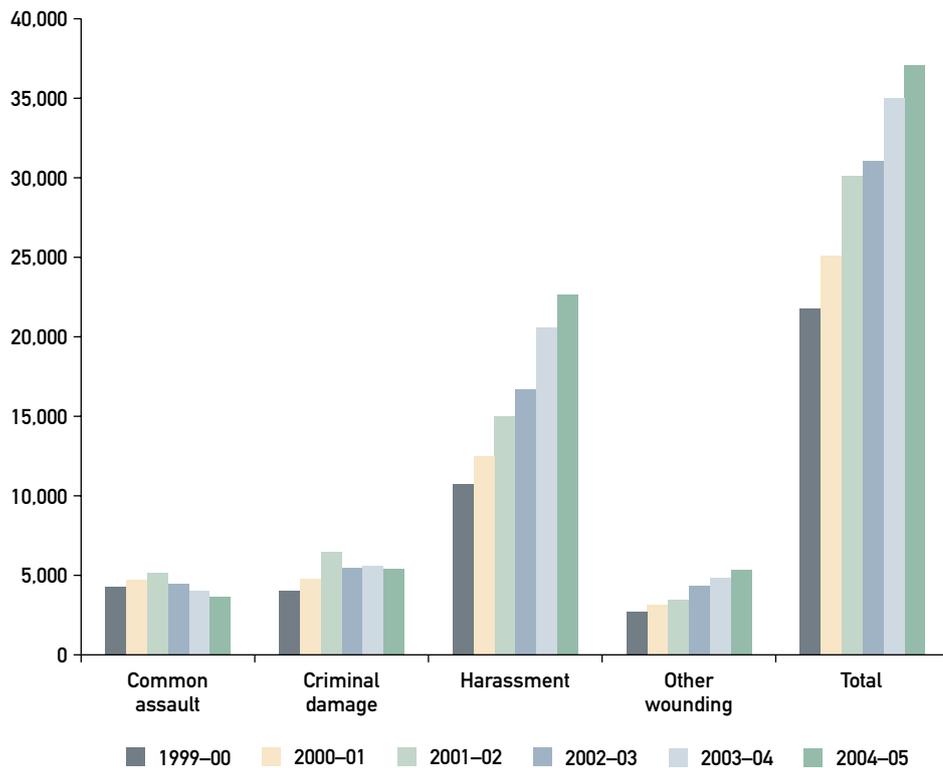
### Racist incidents

During 2004–2005, seven forces experienced a fall in the number of reported racial incidents, and 34 saw an increase (two forces are presently unable to provide information). In 2004–2005, 55,389 racial incidents were reported: an overall increase from 2003–2004 of 8.6%.

It is possible that these figures contain a measure of change in recording practices. However, we are confident that there is an underlying trend of increased reporting, as victims and communities become ever more confident in the ability of the Police Service to pursue such incidents. I see this as a very important indicator of public confidence in the Service.

## Racially aggravated offences

**Figure 9 – Racially aggravated offences, 1999–2000 to 2004–2005**



As Figure 9 illustrates, since the introduction by statute of racial motivation as an aggravating factor in certain crimes in 1999–2000, there has been a continuous increase in the volume of racially aggravated offences recorded by the police. During the year to 31 March 2005, a total of 37,074 such crimes were recorded in England and Wales, an increase of 6% from 2003–2004. While this rise might appear unwelcome, the introduction of both the National Crime Recording Standard (NCRS – in 2002) and the Anti-Terrorism, Crime and Security Act 2001 (which ensures that religiously motivated offences are recorded with racially motivated ones) is at least partially responsible for the rises witnessed in the past three years.

Harassment, in particular, has been affected by the introduction of the NCRS. There are also grounds to believe that reporting of such offences to the police has increased as confidence in the ability of the Service to investigate such offences has grown.

### Stop and Search

**Figure 10** – Percentage of all persons stopped and searched who were of minority ethnic origin

1999–00	2000–01	2001–02	2002–03	2003–04	2004–05
14	17	20	23	25	23

As Figure 10 shows, the percentage of those stopped and searched who were from a minority ethnic background has fallen, returning to the 2002–2003 level after having increased in 2003–2004. I will be interested to see figures relating to the current year, and the analysis of those figures: media reporting would appear to indicate that, after the terrorist outrages in London in July 2005, this percentage will rise. I will return to this subject in my next Annual Report.

“The percentage of those stopped and searched who were from a minority ethnic background has fallen.”

## Police personnel data

### Police numbers

On 31 March 2005, in England and Wales, there were 142,795 full-time equivalent police officers, including those on secondment and Central Service (in areas such as HMIC, in all totalling 1,735). This number far exceeds the National Policing Plan target of 132,500. Of the 43 English and Welsh forces, 39 increased their total officer strength in 2004–2005, with 9,808 officers being recruited.

There were also 92,549 full-time equivalent staff operating in support of the warranted officers on 21 March 2005. Among these were: 72,003 police staff (31% of total strength); 1,281 traffic wardens (1%); 1,133 Designated Officers (1%); and 6,214 Community Support Officers (3%). The continued rapid growth in the number of CSOs employed by forces (82% from March 2004) is good news, and the current number far exceeds the Government's target of 4,000 to be in post at the end of 2005, as set out in the 2004–2005 National Policing Plan. It is worth mentioning here that the decline in recent years in the number of traffic wardens (1,652 at 31 March 2004) reflects the increasing role of local authorities in traffic control.

The Service must work effectively with the communities it serves and so it is vital that it reflects the composition of those communities. As at 31 March 2005, 5,017 minority ethnic officers were serving in England and Wales, an increase of 8% from the previous year. These officers accounted for 3.3% of total police strength, unchanged from March 2004 but showing a sustained increase from the March 2003 position of 2.9%.

As for non-warranted staff:

- minority ethnic police staff account for 7% of the total, an increase of one percentage point from March 2004;
- 14% of CSOs are from visible ethnic minority backgrounds; and
- 6% of special constables are from minority backgrounds (an increase of 1% from 2003–2004).

Women now constitute 21% of police numbers, compared with 20% in March 2004. However, there is still a large disparity between the proportion of women in junior ranks and those in the more senior positions: women make up only 10% of officers of Chief Inspector rank or above, although this has increased from 8.1% in the past year.

### Police sick leave

The Home Office has elected, from 2004–2005, to collect this data on the basis of hours lost; previously, the standard for comparison was days lost. I will therefore return to this subject in my next Annual Report, when two years' data will be available.

### Medical retirements

**Figure 11 – Police medical retirements**

Force	2003–2004		2004–2005	
	Number of medical retirements	Number of medical retirements per 1,000 police officers	Number of medical retirements	Number of medical retirements per 1,000 police officers
Avon & Somerset	10	3	16	5
Bedfordshire	1	1	3	2
Cambridgeshire	4	3	1	1
Cheshire	15	7	11	5
City of London	8	9	4	5
Cleveland	11	6	11	7
Cumbria	4	3	3	2
Derbyshire	2	1	9	4
Devon & Cornwall	6	2	9	3
Dorset	9	6	4	3
Durham	6	4	7	4
Dyfed-Powys	7	6	9	8
Essex	16	5	13	4
Gloucestershire	5	4	2	2
Greater Manchester	10	1	14	2
Gwent	8	6	13	9
Hampshire	11	3	8	2
Hertfordshire	3	1	1	0
Humberside	2	1	10	4
Kent	9	2	6	2
Lancashire	13	4	11	3
Leicestershire	6	3	8	3
Lincolnshire	3	2	7	6
Merseyside	25	6	25	6
Metropolitan Police	60	2	64	2
Norfolk	6	4	10	6

**Figure 11 – Police medical retirements (continued)**

Force	2003–2004		2004–2005	
	Number of medical retirements	Number of medical retirements per 1,000 police officers	Number of medical retirements	Number of medical retirements per 1,000 police officers
Northamptonshire	3	2	3	2
Northumbria	9	2	4	1
North Wales	6	4	7	4
North Yorkshire	8	5	8	5
Nottinghamshire	12	5	15	6
South Wales	14	4	8	2
South Yorkshire	12	4	3	1
Staffordshire	14	6	13	6
Suffolk	8	6	3	2
Surrey	10	5	6	3
Sussex	4	1	12	4
Thames Valley	17	4	8	2
Warwickshire	4	4	3	3
West Mercia	11	5	10	4
West Midlands	13	2	12	1
West Yorkshire	11	2	5	1
Wiltshire	2	2	6	5
<b>England and Wales</b>	<b>418</b>	<b>3</b>	<b>405</b>	<b>3</b>

Figure 11 provides data on the number of police officer medical retirements in each force. This shows that the Service's progress in this area lies well within the National Policing Plan target of 7.5 medical retirements per 1,000 officers: in 2004–2005 (as in 2003–2004), there were 3 medical retirements per 1,000 officers.

**Figure 12 – Police staff medical retirements**

Force	2003–2004		2004–2005	
	Number of medical retirements	Number of medical retirements per 1,000 police staff	Number of medical retirements	Number of medical retirements per 1,000 police staff
Avon & Somerset	6	3	5	2
Bedfordshire	2	3	3	4
Cambridgeshire	3	4	0	0
Cheshire	8	7	5	4
City of London	1	4	0	0
Cleveland	6	8	2	3
Cumbria	0	0	4	5
Derbyshire	2	2	1	1
Devon & Cornwall	4	2	5	2
Dorset	3	4	5	6
Durham	8	13	2	3
Dyfed-Powys	1	2	4	8
Essex	6	3	3	2
Gloucestershire	0	0	5	8
Greater Manchester	13	4	16	5
Gwent	7	11	8	12
Hampshire	3	2	1	1
Hertfordshire	4	3	5	4
Humberside	1	1	1	1
Kent	11	5	1	0
Lancashire	7	4	5	3
Leicestershire	3	3	0	0
Lincolnshire	2	3	3	4
Merseyside	8	4	8	4
Metropolitan Police	26	2	18	1
Norfolk	5	5	4	4
Northamptonshire	2	2	2	2
Northumbria	4	3	1	1
North Wales	2	2	3	3
North Yorkshire	8	9	2	2
Nottinghamshire	3	2	6	5
South Wales	9	6	4	3
South Yorkshire	6	4	4	2
Staffordshire	5	4	1	1

**Figure 12 – Police staff medical retirements (continued)**

Force	2003–2004		2004–2005	
	Number of medical retirements	Number of medical retirements per 1,000 police staff	Number of medical retirements	Number of medical retirements per 1,000 police staff
Suffolk	3	4	2	2
Surrey	4	3	1	1
Sussex	3	2	4	2
Thames Valley	5	2	1	0
Warwickshire	0	0	0	0
West Mercia	7	5	8	5
West Midlands	8	3	2	1
West Yorkshire	7	3	11	4
Wiltshire	3	4	3	4
England and Wales	219	3	169	2

Figure 12 shows the corresponding picture in relation to police staff. A further encouraging reduction has been achieved.

## Assaults on police officers

**Figure 13** – Assaults on police officers

Force	2003–2004				2004–2005			
	Fatal	Serious	Other	Total assaults on police officers	Fatal	Serious	Other	Total assaults on police officers
Avon & Somerset	0	3	490	493	0	0	41	41
Bedfordshire	0	2	115	117	0	0	106	106
Cambridgeshire	0	2	166	168	0	1	148	149
Cheshire	0	13	378	391	0	0	27	27
City of London	0	4	44	48	0	2	51	53
Cleveland	0	0	67	67	0	0	63	63
Cumbria	0	4	107	111	0	2	93	95
Derbyshire	0	1	229	230	0	0	228	228
Devon & Cornwall	0	12	306	318	0	19	314	333
Dorset	0	1	130	131	0	1	164	165
Durham	0	2	219	221	0	3	133	136
Dyfed-Powys	0	4	100	104	0	4	137	141
Essex	0	1	374	375	0	2	393	395
Gloucestershire	0	3	144	147	0	0	170	170
Greater Manchester					0	16	1,006	1,022
Gwent	0	2	207	209	0	2	176	178
Hampshire	0	25	518	543	0	115	293	408
Hertfordshire	0	2	169	171	0	0	185	185
Humberside		14	182	196	0	3	127	130
Kent	0	27	347	374	0	5	394	399
Lancashire	0	6	78	84	0	327	1,165	1,492
Leicestershire	0	11	191	202	0	14	291	305
Lincolnshire	0	0	166	166	0	29	169	198
Merseyside	0	0	182	182	0	0	165	165
Metropolitan Police	-	-	2,349	2,349	0	25	2,589	2,614
Norfolk	0	16	166	182	0	9	199	208
Northamptonshire	0	7	102	109	0	0	98	98
Northumbria	0	0	39	39	0	25	215	240
North Wales	0	7	89	96	0	0	105	105
North Yorkshire		8	232	240	0	0	79	79
Nottinghamshire					0	10	224	234
South Wales	0	2	702	704	0	5	707	712
South Yorkshire	0	5	187	192	0	2	161	163

**Figure 13 – Assaults on police officers (continued)**

Force	2003–2004				2004–2005			
	Fatal	Serious	Other	Total	Fatal	Serious	Other	Total
				assaults on police officers				assaults on police officers
Staffordshire	0	0	119	119	0	0	158	158
Suffolk		10	175	185	0	2	193	195
Surrey	0	9	216	225	0	18	238	256
Sussex	0	6	324	330	0	11	405	416
Thames Valley	0	5	308	313	0	9	260	269
Warwickshire	0	0	250	250	0	0	256	256
West Mercia	0	17	210	227	0	7	199	206
West Midlands				137				1,005
West Yorkshire	1	9	847	857	0	7	882	889
Wiltshire	0	0	165	165	0	3	121	124
England and Wales	1	240	11,389	11,630	0	517	8,855	9,372

Serious assaults are those for which the charge would be under Sections 18 and 20 of the Offences Against the Person Act 1861.

Recording practices may vary between forces.

As Figure 13 illustrates, the total number of assaults on police officers and other operational staff has fallen considerably. However, of particular concern is the increase in the number of serious assaults. At the time of writing, these figures were being reviewed in the light of possible changes in recording practice, and I will cover any relevant matters in my next Report. Previously, we had understood that these figures covered only police officers: in fact, they include all operational staff – a far better indicator.

## Joint Police Performance Assessments

On 27 October 2005, HMIC and the Home Office's Police Standards Unit published, for the first time, joint assessments of police performance. These are detailed in "Police Performance Assessments 2004/05", which can be accessed via the police Home Office website ([www.police.homeoffice.gov.uk](http://www.police.homeoffice.gov.uk)). Our own force-by-force Baseline Assessment reports can be accessed via a link from that publication (or directly via our own website, [www.inspectorates.homeoffice.gov.uk/hmic](http://www.inspectorates.homeoffice.gov.uk/hmic)) and were also published on the same date.

A detailed description of the Baseline Assessment methodology and process may be found at Part Four of the Annex to this Report.

I have already dealt with some of the more significant aspects of police performance. As the information contained in "Police Performance Assessments 2004/05" confirms, almost every area of policing has shown significant improvement. One way of illustrating this is to note that the Service is on track to secure the Government's targets for 2007–2008 of reducing British Crime Survey crime by 15% and of bringing 1.25m offences to justice.

Two figures are provided at this point. Both are drawn from the information in "Police Performance Assessments 2004/05". The first, Figure 14, shows how each English and Welsh force has performed against the police performance assessment criteria (broadly reflecting the Policing Performance Assessment Framework domains adopted in Baseline Assessment). This is not the place to review each force's particular performance, but rather to focus on the national picture.

**"The total number of assaults on police officers and other operational staff has fallen considerably."**

Figure 14 – Assessment of forces in England and Wales, 2004–2005

FORCE	Reducing Crime	Investigating Crime	Promoting Safety	Providing Assistance	Citizen Focus	Resource Use	Local Policing
Avon & Somerset	Fair/Improved	Poor/Improved	Good/Stable	Good/Stable	Fair/Stable	Good/Improved	Good/Improved
Bedfordshire	Fair/Improved	Good/Improved	Fair/Improved	Good/Stable	Fair/Stable	Good/Stable	Poor/Improved
Cambridgeshire	Fair/Improved	Fair/Improved	Fair/Stable	Good/Stable	Poor/Improved	Poor/Stable	Fair/Improved
Cheshire	Good/Improved	Fair/Improved	Fair/Stable	Poor/Stable	Fair/Deteriorated	Fair/Improved	Good/Stable
City of London	Good/Improved	Good/Improved	Fair/Stable	Fair/Stable	Good/Improved	Good/Improved	Good/Improved
Cleveland	Fair/Stable	Fair/Stable	Good/Improved	Fair/Improved	Fair/Stable	Fair/Improved	Fair/Improved
Cumbria	Good/Stable	Fair/Stable	Fair/Stable	Fair/Improved	Excellent/Improved	Fair/Improved	Good/Stable
Derbyshire	Fair/Improved	Fair/Improved	Fair/Stable	Good/Stable	Fair/Improved	Good/Improved	Fair/Improved
Devon & Cornwall	Good/Stable	Fair/Stable	Good/Improved	Good/Stable	Fair/Improved	Fair/Stable	Good/Improved
Dorset	Good/Improved	Good/Improved	Fair/Improved	Good/Stable	Good/Deteriorated	Fair/Improved	Good/Improved
Durham	Excellent/Improved	Fair/Stable	Good/Improved	Fair/Stable	Fair/Improved	Good/Improved	Good/Stable
Dyfed-Powys	Excellent/Stable	Fair/Deteriorated	Fair/Improved	Fair/Stable	Good/Stable	Fair/Stable	Good/Stable
Essex	Excellent/Improved	Fair/Improved	Good/Improved	Good/Improved	Fair/Stable	Good/Improved	Fair/Deteriorated
Gloucestershire	Fair/Improved	Fair/Stable	Good/Stable	Good/Stable	Fair/Improved	Good/Improved	Good/Stable
Greater Manchester	Fair/Improved	Fair/Improved	Good/Stable	Fair/Deteriorated	Fair/Stable	Good/Improved	Fair/Improved
Gwent	Fair/Stable	Good/Deteriorated	Good/Stable	Good/Stable	Fair/Stable	Fair/Improved	Fair/Stable
Hampshire	Good/Improved	Good/Improved	Good/Improved	Excellent/Improved	Fair/Improved	Good/Improved	Good/Improved
Hertfordshire	Fair/Stable	Good/Improved	Fair/Stable	Good/Improved	Good/Stable	Good/Improved	Good/Stable
Humberside	Poor/Improved	Poor/Improved	Fair/Stable	Poor/Stable	Poor/Improved	Fair/Improved	Poor/Stable
Kent	Fair/Improved	Fair/Deteriorated	Good/Improved	Excellent/Stable	Good/Improved	Excellent/Improved	Fair/Improved
Lancashire	Fair/Stable	Excellent/Improved	Good/Improved	Good/Improved	Fair/Stable	Excellent/Improved	Good/Improved
Leicestershire	Fair/Improved	Fair/Improved	Good/Improved	Good/Stable	Fair/Stable	Fair/Improved	Excellent/Stable
Lincolnshire	Fair/Improved	Fair/Improved	Good/Stable	Good/Improved	Fair/Improved	Fair/Improved	Fair/Stable
Merseyside	Good/Stable	Fair/Stable	Fair/Stable	Fair/Stable	Good/Improved	Good/Improved	Good/Stable
Metropolitan Police	Fair/Stable	Poor/Stable	Poor/Stable	Good/Improved	Poor/Stable	Good/Improved	Good/Improved
Norfolk	Excellent/Improved	Fair/Stable	Fair/Stable	Fair/Improved	Good/Improved	Good/Improved	Fair/Stable
North Wales	Good/Stable	Good/Improved	Fair/Improved	Good/Improved	Fair/Stable	Good/Improved	Good/Stable
North Yorkshire	Good/Improved	Fair/Stable	Fair/Improved	Good/Improved	Good/Improved	Good/Improved	Fair/Improved
Northamptonshire	Poor/Improved	Poor/Deteriorated	Poor/Stable	Good/Stable	Fair/Stable	Good/Improved	Poor/Stable
Northumbria	Excellent/Improved	Good/Deteriorated	Good/Improved	Good/Stable	Fair/Improved	Good/Improved	Excellent/Stable
Nottinghamshire	Fair/Improved	Fair/Stable	Poor/Stable	Fair/Stable	Poor/Improved	Poor/Stable	Poor/Stable
South Wales	Good/Improved	Good/Stable	Good/Improved	Fair/Stable	Fair/Improved	Fair/Improved	Fair/Stable

Figure 14 – Assessment of forces in England and Wales, 2004–2005 (continued)

FORCE	Reducing Crime	Investigating Crime	Promoting Safety	Providing Assistance	Citizen Focus	Resource Use	Local Policing
South Yorkshire	Good/Stable	Good/Stable	Fair/Improved	Poor/Improved	Poor/Improved	Fair/Improved	Fair/Improved
Staffordshire	Good/Improved	Good/Improved	Good/Stable	Good/Stable	Fair/Deteriorated	Good/Improved	Poor/Stable
Suffolk	Excellent/Stable	Good/Improved	Good/Improved	Fair/Stable	Fair/Deteriorated	Good/Stable	Good/Stable
Surrey	Excellent/Stable	Fair/Improved	Good/Stable	Good/Stable	Fair/Improved	Good/Improved	Excellent/Improved
Sussex	Fair/Improved	Good/Stable	Fair/Stable	Good/Improved	Fair/Stable	Good/Improved	Good/Improved
Thames Valley	Fair/Improved	Fair/Improved	Good/Improved	Good/Improved	Poor/Stable	Good/Improved	Fair/Improved
Warwickshire	Fair/Improved	Fair/Improved	Good/Improved	Good/Stable	Fair/Stable	Good/Improved	Fair/Stable
West Mercia	Good/Improved	Excellent/Improved	Good/Stable	Good/Stable	Good/Improved	Excellent/Improved	Good/Improved
West Midlands	Good/Improved	Good/Deteriorated	Fair/Improved	Excellent/Stable	Good/Deteriorated	Good/Improved	Good/Improved
West Yorkshire	Good/Improved	Excellent/Improved	Good/Improved	Good/Improved	Poor/Improved	Good/Improved	Fair/Improved
Wiltshire	Excellent/Improved	Fair/Improved	Good/Stable	Good/Stable	Fair/Deteriorated	Fair/Improved	Excellent/Stable

The second figure, Figure 15, consolidates that information in order to demonstrate the overall national assessment of performance.

**Figure 15 – National Performance Indicator Data 2004–2005**

REDUCING CRIME	National average		Change from 2003–04 to 2004–05
	2003–04	2004–05	
Comparative risk of personal crime	7%	6%	Statistically significant reduction
Comparative risk of household crime	20%	18%	Statistically significant reduction
Domestic burglary rate (rate per 1,000 households)	18.0	14.4	20.1% reduction
Violent crime rate (rate per 1,000 population)	21.0	22.4	6.9% increase
Robbery rate (rate per 1,000 population)	1.9	1.7	12.3% reduction
Vehicle crime rate (rate per 1,000 population)	16.8	14.0	16.9% reduction
Life-threatening and gun crime rate (rate per 1,000 population)	0.62	0.63	2.0% increase

Figure 15 – National Performance Indicator Data 2004–2005 (continued)

INVESTIGATING CRIME	National average		Change from 2003–04 to 2004–05
	2003–04	2004–05	
Offences brought to justice	1,076,712	1,151,893	7% increase
Offences brought to justice rate	18.1%	20.7%	2.6 percentage point increase
Class A drug supply offences brought to justice (rate per 1,000 population)	2.5	2.5	0.5% increase
Overall sanction detection rate	18.8%	20.6%	1.8 percentage point increase
Burglary sanction detection rate	13.8%	14.3%	0.4 percentage point increase
Violent crime sanction detection rate	31.9%	34.2%	2.3 percentage point increase
Robbery sanction detection rate	16.9%	17.2%	0.3 percentage point increase
Vehicle crime sanction detection rate	8.2%	9.3%	1.1 percentage point increase
Burglary detection rate	15.0%	15.9%	0.9 percentage point increase
Violent crime detection rate	46.7%	49.5%	2.8 percentage point increase
Robbery detection rate	18.4%	19.9%	1.5 percentage point increase
Vehicle crime detection rate	9.0%	10.1%	1.2 percentage point increase
Domestic violence arrest rate	59.3%	64.4%	5.0 percentage point increase
Domestic violence partner-on-partner percentage	87.2%	75.6%	11.6 percentage point increase

**Figure 15 – National Performance Indicator Data 2004–2005 (continued)**

PROMOTING SAFETY	National average		Change from 2003–04 to 2004–05
	2003–04	2004–05	
Road traffic safety (casualty rate (data available only for calendar years): number of people killed or seriously injured in road traffic collisions per 100 million vehicle km travelled)	7.6	6.9	9% reduction
Residents fear of crime – burglary	13%	12%	Change not statistically significant
Residents fear of crime – car crime	15%	13%	Statistically significant reduction
Residents fear of crime – violent	16%	16%	Change not statistically significant
Perceptions of anti-social behaviour	16%	17%	Change not statistically significant

PROVIDING ASSISTANCE	National average		Change from 2003–04 to 2004–05
	2003–04	2004–05	
Front-line policing	63.6%	64.1%	0.6 percentage point increase

Figure 15 – National Performance Indicator Data 2004–2005 (continued)

CITIZEN FOCUS	National average		Change from 2003–04 to 2004–05
	2003–04	2004–05	
Satisfaction with making contact	–	88.1%	–
Satisfaction with action taken	–	76.9%	–
Satisfaction with progress updates	–	60.1%	–
Satisfaction with treatment by staff	–	88.3%	–
Satisfaction with overall service	–	78.5%	–
Satisfaction of victims of racism	–	71.1%	–
Comparative satisfaction of minority ethnic groups: satisfaction of minority ethnic/white users with the overall service provided, racist incidents included	–	71.2%/78.0%	–
Parity of arrests arising from stop and search between ethnic groups: percentage of stop and searches leading to arrest for minority ethnic/white persons	11.9%/11.2%	11.8%/11.3%	Disparity narrowed by 0.1%
Parity of detections for violent crime between ethnic groups: percentage of offences of violence against the person resulting in a sanction detection for minority ethnic/white victims	–	25.9%/34.3%	–

RESOURCE USE	National average		Change from 2003–04 to 2004–05
	2003–04	2004–05	
Minority ethnic representation: percentage of all police recruits from minority ethnic groups/percentage of people from minority ethnic groups in the economically active population	–	6.0%/8.0%	–
Minority ethnic resignations: relative to their numbers in the force, 1.4 police officers from minority ethnic groups resigned for every white officer resigning	–	1.4:1	–
Female representation	20.2%	21.2%	1.1 percentage point increase
Officer sick absence: average number of hours lost per annum for each person	77.8	73.8	5% reduction
Staff sick absence: average number of hours lost per annum for each person	81.5	75.0	8% reduction

LOCAL POLICING	National average		Change from
	2003–04	2004–05	2003–04 to 2004–05
Residents' perception of police performance	47%	49%	Statistically significant increase

Taking these performance areas in turn, it can be seen that, among other issues, these matters arise:

### Reducing Crime

As I have already noted, the Service has achieved very creditable results in reducing crime year on year.

### Investigating Crime

Performance relating to the Government's three priority offences has, as detailed earlier, improved considerably. Such success is not replicated in relation to serious and organised crime: forces vary in their success at disrupting organised criminal enterprises. Smaller forces in particular often lack the specialist resources needed at this level of policing, a point I return to in Chapter 3, when I discuss our work on force structures.

### Promoting Safety

Public perceptions of crime or of the level of disorder are key issues for the Service. HMIC has long endorsed the view that forces provide reassurance through high visibility patrols, as well as through taking effective action against anti-social behaviour. Around two-thirds of forces were rated highly by us in these areas, but the work of the Service, especially in respect of anti-social behaviour, can only be truly effective where it is supported by local councils, schools and parents.

### Providing Assistance

Call management is often the first contact between the police and members of the public and is a vital component of a customer-focused service. As I note in Chapter 2 in connection with our thematic inspection in this area, it is not well performed by all forces. I am pleased to see that, as this is another aspect of high visibility policing, roads policing performance has improved.

### Citizen Focus

Two important activities feature here: the extent to which the Service ensures equality and equity in the way different communities are policed, and its success in providing policing services which meet the needs of the public. I am encouraged by seeing that performance in both areas is generally good: 78% of those who contact the police are

satisfied with the service they receive. Black and minority ethnic users are slightly less satisfied, but the national average of 71% satisfaction is a creditable result. The Service, I know, is not complacent about these results.

### **Resource Use**

In 2004–2005, the focus on race and diversity matters was sustained, and recommendations from three major inquiries (Morris, Taylor and the Commission for Racial Equality) are now being considered. The Service continues to progress the findings of Sir Michael Bichard's report on sharing intelligence and information.

### **Local Policing**

Performance assessment in this area reflects local priorities which sit outside the national framework. However, police authorities have not yet put in place a common method of assessing performance and so for 2004–2005 and 2005–2006 an interim approach is used which focuses on confidence in, and the quality of, local policing.

The key performance indicator used is a British Crime Survey measure on the number of people who regard their local police to be doing a good job. The figures for 2004–2005 indicate that this has risen to 49% from 47% in 2003–2004.

The other component is our own assessment of neighbourhood policing. Although forces have traditionally invested in community styles of policing, neighbourhood policing has been developed as a particular model which emphasises engagement with communities through dedicated teams, employing problem-solving approaches. Our assessment is that this is the fifth weakest activity graded, reflecting the fact that the model is still in its infancy, although most forces have made this a key priority for the forthcoming year.

## **Conclusion**

The Service has made good use of its time in 2004–2005. Although there continue to be concerns about some aspects of police performance, and about some forces' progress towards achieving targets, I am pleased to see so much solid improvement. The Police Service is to be congratulated.

**“78% of those who contact the police are satisfied with the service they receive.”**

# CHAPTER 2

## HMIC in 2004–2005

HMIC has been in existence for almost 150 years. The needs of policing in 1856 were obviously rather different from today's! Similarly, the needs the Service has of HMIC have changed somewhat, too. What follows sets out what we have been doing to ensure our relevance in the 21st century, and how we continue to add value to the work of our operational colleagues in the Service.



## The role of HMIC

Our role has steadily been moving away from pure “inspection” for many years. It is some time since we regularly reviewed forces as a whole in a full-scale old-style annual inspection. HMIC had moved to a risk assessment-based approach to our programme of inspection of forces, from which Baseline Assessment – as detailed in the previous chapter – has taken the logical further step of validated self-assessment of forces’ performance along the PPAF characteristics. At the same time, our “troubleshooting” capability – for both Ministers and forces – has matured. This has prompted us to take a long hard look at how we are structured and to see how our shape should be modified to suit our new world.

Sir Michael Bichard, in his report into the matters arising in Soham, refers to a number of issues which HMIC has been taking forward. Principal among these was our not being as rigorous as we might in following up recommendations made in our inspection reports. Given our move away from orthodox inspection along the lines of an audit, and with our focus on force Baseline Assessments, we will be looking to see how performance improves – and how quickly it improves – on a broader front rather than simply reviewing progress made against earlier recommendations. Compliance with codes, guidance and previous advice is of course relevant; but what is more important is tracking performance across the whole range of policing activity over a period of time within the context of policing generally and of the particular force concerned.

Sir Michael also criticised our radar-searching abilities. We accepted this in full, and have installed an IT product which considerably enhances our capacity to place our work, on a daily basis, firmly in the context of present developments. This will also ensure that we identify risk better, and that our research capacity grows with us.

## “We have recognised that the structure of HMIC needs to change.”

HMIC works alongside the Home Office. I report directly to the Home Secretary. Therefore, what is in the minds of Home Office Ministers has a strong influence on the work of HMIC. The present Home Secretary made it quite clear when he assumed his responsibilities that he saw HMIC at the heart of improvements in policing. However, HMIC has to develop to maintain that place.

In some senses, HMIC inhabits an odd place. One of my many distinguished predecessors as HMCIC, Sir John Woodcock, once said that HMIC was “in the Home Office, but not of it; of the Police Service, but not in it”. That may have about it the air of a riddle, but it captures the essential spirit of our work, and the essential conundrum that is HMIC: working alongside the Service; drawing many of its staff directly from that Service; yet adopting the position of critical friend of that Service. HMIC sets out to be the impartial voice of policing at the very heart of Government, and in doing so adding value to Government understanding of the policing landscape and environment, and adding value to the Service’s evident ambition of performance improvement and excellent delivery of its services to communities. Our Vision and Values statement, which appears at the front of this Report, has been updated to reflect our new position.

### The structure of HMIC

We are now firmly in the role of inspection for improvement. We have recognised that the structure of HMIC needs to change so that we are fully able to deliver on that objective.

HMIC has for some time operated out of four regional office sites: Bromsgrove in the West Midlands; Cambridge in East Anglia; Wakefield in West Yorkshire; and Woking in Surrey. We have taken the opportunity of my own departure from Cambridge as regional HMI to close that office and to focus on three regional sites which can better represent a North, Central and South inspection pattern, alongside a new “national” portfolio. This has entailed some shifting of inspection responsibilities and staff, with the result that our geographical structure is now as shown in Part Seven of the Annex. I am grateful for how well our own staff and forces have adapted to this major change. I am confident that we can now better deliver on our objectives.

The Personnel, Training and Diversity team under Robin Field-Smith remains at our Woking site, and you will see later in this chapter how that team's work has developed.

Alongside all this has grown our portfolio in other parts of the criminal justice system, as noted below. Also of significance is our inter-agency and cross-cutting work with the Chief Inspector of Criminal Justice in Northern Ireland.

## HM Revenue and Customs

The Government took a policy decision to merge the functions of the Inland Revenue and HM Customs & Excise. HMIC was invited to provide the independent, external inspection of that new organisation, HM Revenue and Customs. We commenced an agreed programme, looking at issues of informant handling, controlled deliveries and disclosure. I will report more on this work in my next Annual Report. However, I may say at this point that the Government wishes HMRC to be fully successful in its law enforcement endeavours. HMIC will work with HMRC to ensure full compliance with the requirements of the criminal justice system.

Our statutory responsibilities under the Commissioners for Revenue and Customs Act 2005 (and associated Regulations) are set out in Part Five of the Annex.

## Serious Organised Crime Agency

This agency, SOCA, assumes responsibility in April 2006 for much of the work of the National Crime Squad and the National Criminal Intelligence Service and for certain functions presently carried out by HM Immigration Service and by HM Revenue and Customs. The Serious Organised Crime and Police Act 2005 requires HMIC to inspect SOCA, a further fresh challenge which we are happy to accept, being pleased to acknowledge the faith in HMIC being expressed by the Government.

This, of course, is currently developing work, about which I will naturally be able to say more in next year's Annual Report. For the present, though, I can say that our business relationship with senior SOCA management is forming, and an inspection regime relevant to the circumstances of SOCA and its responsibilities will be forthcoming.

Our statutory responsibilities in respect of SOCA are set out in Part Five of the Annex.

A programme of inspection designed around the development of SOCA is being constructed. This will address a range of issues including staffing, development of new capabilities and performance monitoring arrangements.

## Non-Home Office forces

As may be seen in Part Five of the Annex, our principal statutory authority in relation to English and Welsh forces is drawn from the Police Act 1996, which consolidated previous legislation.

However, our inspectorial association with other forces is long-standing. These forces are the British Transport Police, the Ministry of Defence Police and Guarding Agency (previously the Ministry of Defence Police) and the Civil Nuclear Constabulary (previously the United Kingdom Atomic Energy Authority Constabulary). These associations have, since the 1996 Act, been enshrined in fresh legislation, as shown in Part Five of the Annex.

As you will see elsewhere in this Report, our work with other policing agencies, both within and outside Great Britain, continues.

## National HMI

These developments, most notably those connected with HMRC and SOCA, have required fresh resourcing. This year, HMI Denis O'Connor has been designated "national" (as opposed to regional) HMI. He and his team have

assumed responsibility for the work with HMRC and SOCA, and have taken from the erstwhile Cambridge regional office responsibility for inspecting the Metropolitan Police Service, the City of London Police and the British Transport Police. Ken Williams continues to inspect the Police Service of Northern Ireland, from the Wakefield office, now together with The Islands. Our new regional HMI, Kate Flannery, is now in charge of the Central region, leaving me free to direct all of my energies to the task of HMCIC. Jane Stichbury has assumed responsibility for inspecting the Ministry of Defence Police and Guarding Agency and the Civil Nuclear Constabulary.

The national team is based in central London. It has been devoting time to the structure of policing in England and Wales, detailed later in this chapter.

## Personnel, Training and Diversity

In the context of growing recognition by all stakeholders that people are the vital ingredient of effective policing, HMIC's work on personnel, training and diversity issues has continued apace.

### Personnel

The focus on personnel matters was set against a backdrop of improving Human Resources capacity in the police service. HMIC has been a major contributor to the tripartite workstream which is seeking first to ensure consistent, high quality outcomes: getting the right people, in the right place, at the right time, with the right skills, properly led, managed and supported, and enjoying appropriate terms and conditions, in a safe environment. Secondly, there is work to upgrade HR capability to ensure that specialist HR expertise is available, both centrally and devolved to operational units, to complement and support necessary line management activity.

With our inspection of police recruitment completed in late 2004, we have been assisting with the action plan and implementation work, to ensure that recommendations made in the report are both understood and taken forward.



A second inspection of the seven forces trialling an alternative approach to promotion for constables and sergeants was carried out and a report given to the Project Board. A further inspection will be carried out in early 2006 to ensure that risks associated with any long-term changes approved are manageable and acceptable. All of this work has brought to the fore the critical importance of effective Performance and Development Reviews for all officers and staff. This will require training for, and time/priorities management by, all supervisors, as well as a shift in culture and attitude. Chief and senior officers must lead by example!

At the request of ACPO, we conducted a review of National Strategy for Police Information Systems HR, the preferred IT system to support the personnel functions in police forces. This work was well received, and has identified some useful, transferable lessons for the procurement and development of IT functionality more widely.

## Training

On the training front, the major inspection programme of the Best Value Reviews of training carried out in all 43 forces by police authorities was completed, and recognition is owed to the team of seconded and loan staff who carried this work out so successfully over a two-year period.

We have also monitored the progress on both the migration to the Initial Police Learning and Development Programme, which resulted directly from *Training Matters* (2002), and the Police Race and Diversity Learning and Development Programme, which stemmed from the work in *Diversity Matters* (2003). There is consensus that both are at the heart of police reform, both are considerable challenges in terms of resources and expertise, and that inadequacies in direction and implementation will carry considerable risk. HMIC will continue to be closely involved as the programmes unfold, and keep in mind, through application of the National Intelligence Model process, appropriate follow-on inspection activity.

A report into training to support the core operational IT system, *PNC Training Matters*, was published, which similarly exposed lessons which may be transferred elsewhere, not least in the need for effective strategic direction and collaboration. This has been followed by an inspection into training to effect a new capability to handle chemical, biological, radiation and nuclear incidents; the report will be published in early 2006.



HMIC's formal partnership with the Adult Learning Inspectorate has worked well. ALI inspectors continue to take part in our inspections of training to look especially at delivery. Core HMIC staff officers involved in training are now registered ALI associate inspectors, recognising their talents and experience. Notably, ALI asked for our assistance with their inspection of Armed Forces Initial Training, which resulted in their report *Safer Training*. We are now being asked to assist the Ministry of Defence with work to bring about culture change in training for new entrants to the Armed Forces.

We continue to inspect Centrex as a statutory duty, and are pleased with the way in which the organisation has responded to organisational and thematic reports, in many ways a benchmark of good practice. Centrex is now an increasingly effective and efficient organisation, offering a range of essential services to policing, and real potential for the future, in the context of whatever shape and role the National Policing Improvement Agency (see Chapter 3) adopts. HMIC will continue to support Centrex as well as helping to ensure that any risks associated with migration to the NPJA are minimised.

## Diversity

Diversity is about respecting difference both among the Service's people and its customers. The year has seen the final report of the CRE formal investigation, as well as the Morris inquiry report, and the Taylor review of police disciplinary arrangements. HMIC has been involved as a contributor to these important activities, as well as assessing the Service's response, both in reaction to specific recommendations and proactively in the spirit of the change agenda.

We have worked with ACPO, APA, the Home Office and Centrex on the production of a Race Equality Programme for the Police Service. This has engendered five specific areas of work for HMIC:

- a major overhaul of our own Race Equality Scheme to ensure we are a credible exemplar both to our own staff and the service we inspect;
- a significant review of the relevant frameworks within Baseline Assessment, combined with ensuring all six strands of diversity are threaded through all frameworks;

- enabling a pilot of self-assessment profiling for race equality in three forces, looking forward to the introduction of statutory duties in further strands of diversity in 2006;
- planning and conducting an inspection of compliance with race equality duties in six forces; and
- contributing to a Service-wide inspection of professional standards, including in Centrex, to ensure the issues associated with seconded staff are addressed.

The published performance report on police forces shows that there is considerable ground still to be made up both in terms of handling diversity externally, which is vital to gaining and maintaining public confidence; and internally, which is similarly vital in attracting the best people to, and retaining them in, police forces and organisations from all sections of the community.

HMIC continues to make race equality a central part of its police work. We have further reinforced this by putting it at the centre of policy making, strategy formulation, service delivery and employment practice. To achieve this we continue to set in place rigorous systems to monitor performance, improve communication and promote better multi-agency and cross-working teams.

HMIC has also played a key advisory role on the Police Equality and Diversity Strategy Board, which has been established to support and develop the Police Service capability to deliver effectively on the recommendations from the CRE, Morris and Taylor reports.

In addition to the above, HMIC is piloting within three forces a process mapping system which enables forces to audit and account for their progress on Race Equality Scheme action plans. The results of this project are due during 2006.

## Thematic inspections

Thematic inspections have long been a staple of the HMIC diet. Increasingly, though, we have recognised that these are expensive and should be resorted to only where the priority to be attached to them is clear and certain. We are increasingly turning to shorter, focused thematic reviews, often in the company of our inspectorate partners. This is a further indication of convergence in the inspection field.

The range of our thematic work, in addition to those cross-cutting reviews already described, can be seen from the following.

## **“First Contact”**

For some time we had felt some unease about the Service’s handling of calls from the public. Some forces had gone down the route of technological solutions involving concentrated resources – the so-called “big shed” solution. However, and as Baseline Assessment 2003–2004 showed, performance continued to be poor: not a single force achieved an Excellent grading, and 27 of the 43 forces were scored as only Fair or Poor. This thematic inspection was part of the response to this disappointing level of performance: the report of the inspection became available while this Report was being compiled.

Among other approaches, this inspection has looked at good practice in the commercial field. From that, we have identified – and have commended to the Service – eight key business drivers which, when taken together, can deliver excellent contact centre performance. These are:

- Customer focus – establishing the customer base and defining need;
- Business culture – making contact management a clear management priority;
- Strategy and structures – guidance on planning, business continuity and critical mass;
- People – managing contact centre staff professionally;
- Training, skills and education – preparing staff for the responsibilities of contact management;
- Location and facilities – the “where” and “what” issues;
- Technology – proper selection and application of technical solutions; and
- Performance information – use of the opportunity offered by technology to monitor and improve the service.

We will be monitoring how the Service responds to these recommendations, not least through Baseline Assessment 2005–2006 and beyond. It should be noted that the latest Baseline Assessments show no Service-wide performance improvement in this field: while 13 forces have improved their grading (with three achieving Excellent), six others slipped down a grade, with the result that the overall picture shows exactly the same number of Fair and Poor grades as in the previous year.

## **The enforcement of community penalties**

The enforcement of financial penalties imposed by the courts was inspected by HM Courts' Service Inspectorate (now HM Inspectorate of Court Administration), leading to a report which was published in March 2005. As part of the criminal justice inspectorates' joint working strategy, another study, this time a thematic review of the enforcement of community penalties, was undertaken with fieldwork taking place in December 2004 and January 2005. We carried out this inspection with HM Inspectorate of Probation, under the lead of HM MCSI.

Our joint report highlighted a principal finding that while much effective enforcement work was carried out, it needed to be better co-ordinated between the agencies involved. This is not an unusual finding, underscoring the Government's wish to see a better integrated criminal justice system (and one inspected by an integrated inspection regime). Hardly surprisingly, therefore, our first recommendation was that there should be improved inter-agency planning and operational activities.

## **Professional Standards in the Police Service**

As I write this Report, we are embarking on a major thematic inspection of professional standards in all of the English and Welsh forces.

Given that HMIC has a duty to keep itself informed as to the handling of complaints in forces, it is entirely proper that we should mount such a review. Even though professional standards as a function fared well in the 2003–2004 Baseline Assessment, with most forces securing Good or Excellent markings, the Service received considerable criticisms during 2004–2005 from the CRE, Morris and Taylor inquiries into discipline matters.

The review will seek to focus on transferable good practice and the main national and generic issues facing forces in respect of professional standards. These results will be explored in my next Annual Report.

### **“Keeping safe, Staying safe”**

This inspection, a thematic examination of the investigation and prevention of child abuse, was the latest in a series of reviews across Government prompted by the Victoria Climbié case, and conducted against the background of the Green Paper *Every Child Matters* (which itself led to the Children Act 2004).

The inspection found that considerable progress had been made since Lord Laming’s 2003 report in to the Climbié case, and, indeed, since our own 1999 thematic inspection. However, some shortcomings were evident, such as the following:

- not all forces included child protection explicitly in their policing plans;
- there are currently no national performance indicators in this area;
- the effect of devolved responsibilities to BCUs led to a lack of corporacy in practices;
- there is a significant gap in specialist training for police officers;
- intelligence processes were an area of weakness (especially relevant in the light of Sir Michael Bichard’s report into the Soham case);
- police protection powers and procedures must be followed accurately, and appropriate accommodation provided; and
- the process of referral – of the case to other agencies – showed variations in forces, with a need for better agreements and understandings between the agencies.

We have made seven recommendations in connection with these issues. We will be following these up, and examining the effects of their implementation.

### **“Payback Time”**

My predecessor mentioned in 2004 the imminent publication of the report of a thematic review of asset recovery since the Proceeds of Crime Act 2002. This was conducted jointly with HM Crown Prosecution Service Inspectorate and HM Courts’ Service Inspectorate, and was prompted by disappointment among HM Chief Inspectors in the patchy use of the powers provided in the Act. The report was designed to assess why that might be so and to give renewed momentum to asset recovery.

The review found that good practice existed, but that:

- many opportunities for asset recovery were being routinely overlooked;
- awareness of asset recovery powers was not widespread; and
- strategic leaders had not done enough to promote asset recovery or to see that this work was mainstreamed.

Eleven recommendations were put forward. Currently, follow-up inspection of Proceeds of Crime Act performance is undertaken by the joint criminal justice inspection teams, but in due course, at least from the police perspective, I will be looking to the HMIC team which inspects SOCA to explore how work in this field is being taken forward.

## Joint Criminal Justice Area inspections

HM Chief Inspectors have for some time been placing greater emphasis on the effectiveness of relationships between organisations which they are responsible for inspecting and, in particular, how successful those agencies have been in improving performance through co-operation within a framework which recognises the inter-dependencies of a criminal justice system, while respecting the separate and independent role of the agencies themselves.

Two joint inspections (Surrey and North Yorkshire) were conducted in 2004–2005 and of the six planned for 2005–2006, Merseyside, Gwent, Thames Valley and Greater Manchester have already been completed. This represents a significant increase in joint area inspection activity and shows the commitment of the criminal justice inspectorates to working more closely to help delivery of improved case management and public confidence in the criminal justice system.

Strategic planning and managing delivery on a cross-agency basis at a local level are developing concepts. The scope of the work of the Local Criminal Justice Boards is kept under constant review by the National Criminal Justice Board, and the Office of Criminal Justice Reform regularly issues guidance and practitioner toolkits, both on new initiatives and best practice, for improving performance against existing measures. Although the potential benefits of integrated inspection based on Criminal Justice Areas are substantial,

the inspection processes will need careful and ongoing development. Each joint inspection we undertake during 2005–2006 will be subject to a rigorous evaluation to ensure that there is continuous improvement in our processes.

The framework used for this inspection was developed with a view to it being used across all the joint inspections planned for 2005–2006. Its focus is on the “front-end” of the criminal justice process, from arrest to passing of sentence, with particular reference to three objectives, namely increasing public confidence in the criminal justice system, bringing offenders to justice and reducing ineffective trials. Within the framework we address issues of corporate governance arrangements together with the effectiveness of inter-agency co-operation on those matters which affected overall performance from the point of charge through to passing of sentence. The framework drew on the substantial guidance and other information as to standards available from the National Criminal Justice Board, the Office of Criminal Justice Reform and the individual agencies themselves.

## Joint Area Reviews of Children’s Services

The Children Act 2004 requires Joint Area Reviews to be conducted at the request of the Secretary of State for Education and Skills in accordance with arrangements made by Her Majesty’s Chief Inspector of Schools. A review must be conducted by two or more of the designated inspectorates or commissions. The Secretary of State has requested that these reviews begin in September 2005 and cover each children’s services authority area by the end of 2008.

The reviews will normally be conducted at the same time as the Comprehensive Performance Assessment. The structure of both processes and the arrangements for gathering evidence and reporting the findings are compatible; duplication between the two processes is reduced and, where appropriate, evidence, findings and judgements can be exchanged.

The reviews will focus on the extent to which children and young people are healthy, safe, enjoy and achieve, make a positive contribution, and are well prepared to secure economic well-being (key areas from *Every Child Matters*).

**“Each joint inspection we undertake during 2005–2006 will be subject to a rigorous evaluation to ensure that there is continuous improvement in our processes.”**

Where relevant and available, comparisons will be made with the overall national picture or with similar areas. The reviews will then seek to evaluate the collective contribution made to outcomes for children and young people by relevant services in the area. They will judge the contributions made by a council's services overall and make specific judgements about the quality, management and leadership of a council's principal education and children's social care services, and of other services where there is sufficient evidence.

All inspectorates and commissions will contribute to the compilation of information for reviews from existing inspection findings and performance data.

## Inspections of Youth Offending Teams

During the past two years HMIC has placed two police officers on secondment to the Youth Justice Board, to work on a programme established in September 2003 to examine the work of Youth Offending Teams, which were established under the Crime and Disorder Act 1998.

The first phase of this work was to establish benchmarks for the subsequent inspections. Phase two, which began in September 2004, was to focus on the management and partnership arrangements, including the role and functioning of local management boards; and on Youth Offending Teams working with children and young people. The third core area to be covered by inspection is work with victims and restorative justice.

## Police National Computer compliance audits

The PNC Compliance Audit Team has continued its three-year cycle to inspect all forces in England and Wales on PNC management and performance. Fourteen English and Welsh forces, and two forces in Scotland at the request of HMIC Scotland, were inspected between April 2004 and March 2005.

On 1 January 2005 a statutory Code of Practice for PNC was introduced which has brought PNC further into the forefront. Included in the Code are specific targets for forces to achieve and the PNC Compliance Audit Team monitors performance closely on a monthly basis. PNC performance is also fully integrated into Baseline Assessment under criminal justice processes and it is also published on the Home Office's IQuanta database.

Overall, there are steady improvements in PNC performance, and forces which have a strong lead on PNC at chief officer level perform well. However, there are still a number of forces which are underperforming and falling short of the targets and the Compliance Audit Team is continuing to monitor and liaise with them.

A further 14 forces in England and Wales and four in Scotland are scheduled to be inspected in 2005–2006.

## Police Efficiency Plans

For six years now, police forces have been required to meet a 2% per year Home Office efficiency target. HMIC is responsible for assessing the results from each force's efficiency plan.

This has been a notable success for the Service, and 2004–2005 was no exception. In this year, forces have secured savings of almost £316m against the Home Office target of £195m. Over the six years the Service has consistently exceeded the target: cumulatively, the total efficiency gains amount to over £1,367.36m, as against the target figure of £1,014.60m.

The system is now changing, with the Home Office setting an overall Service target of 3% efficiency gains. Forces with gains above 2% in 2004–2005 will be able to carry forward the surplus gains into 2005–2006. It is likely that we will begin to turn our attention to more strategic efficiency work, now that the Service has amply demonstrated its capacity to secure efficiency gains at the more tactical level. I believe that there is much to be gained by more collaboration between forces – such as by use of more centralised procurement – leading to further savings which may be directed at improved front-line policing services, and by narrowing variability.

## BCU and BVR inspections

HMIC has continued its programme of inspections (and re-inspections) of Basic Command Units, conducting 93 such inspections in 2004–2005. Our responsibility for inspecting force Best Value Reviews resulted in 37 of these inspections in the same year.

We and the Service have found these to be valuable exercises, on the one hand providing the Service with our expertise at the essentially operational level; and on the other hand, ensuring that we look carefully at management processes which support operational effort. It is for these reasons that much of the effort we presently expend on these inspections will be corralled into Baseline Assessments of such functions and services. A much more holistic impression can thus be taken of forces' performance, with the inspection burden – both on HMIC and forces – being reduced by virtue of the more focused approach.

## Nottinghamshire

At one point in 2004, Steve Green, the Chief Constable of Nottinghamshire, publicly voiced the view that his force was facing an intolerable burden of serious crime and was insufficiently resourced to meet the challenge which this presented. The Home Secretary asked HMIC to follow up Mr Green's assertions, and HMI Denis O'Connor accordingly undertook an inspection of the force on my behalf.

We found that, indeed, the force was stretched both by policing demands and by pressure of resources. The force had already been underperforming on volume crime and had received support from HMIC and from the Home Office's Police Standards Unit. Mr O'Connor recommended and arranged further intensive support, including the assistance of the ACPO Homicide Working Group, and the secondment of the Deputy Chief Constable of the West Midlands to Nottinghamshire for three months. He revisited the force three months after his first report, and, while he found evidence of real progress, identified seven areas for essential further development in liaison with the force, the Police Authority and the Police Standards Unit. This will be the subject of a further inspection early in 2006 when Kate Flannery will visit the force once again to examine specific progress against his recommendations.

## The structure of policing

In 2004, HMIC began to give shape to thoughts about how fit for purpose was the Police Service in England and Wales to meet the considerable policing challenges of the 21st century. The Home Secretary was harbouring similar views, and invited HMIC to look into this issue.

In pursuing this commission, we chose to look at the capacity of forces to deliver a response to the serious and developing challenges of criminality and criminal activity; and to assess what options there might be in facing up to those challenges.

The result of our work is that we believe we have shown that forces around the size of 4,000 police officers and over are best capable of dealing with what is generally known as Level 2 criminality – cross-border issues, usually of organised criminals, major incidents affecting more than one BCU. They can also be illustrated thus, as “protective services”:

- counter-terrorism and extremism;
- serious organised and cross-border crime;
- civil contingencies and emergency planning;
- critical incident management;
- major crime;
- public order; and
- strategic roads policing.

Our report – *Closing the Gap* – may be viewed on our website ([www.inspectorates.homeoffice.gov.uk/hmic](http://www.inspectorates.homeoffice.gov.uk/hmic)), where readers can see in full the methodology the team adopted; the other options they considered (such as collaboration, lead forces and federated forces) and rejected; and the grounds for concluding that the strategic force option offered the best choice for durable progress.

As I write, forces and authorities are engaged in a process of responding to the Home Office on the basis of the report and its findings. The Home Secretary will consider carefully these responses (and, no doubt, counter-proposals), but it is certain that major change is in prospect.

## Senior Appointments Panel

Chairmanship of the Home Office's Senior Appointments Panel is one of an HMCIC's most important responsibilities. Through this mechanism, the selection and appointment by police authorities of the most senior leaders in the Police Service is connected to the Home Secretary's own responsibilities in this field.

The work of the Panel can be challenging, especially as it takes very seriously indeed the responsibility it holds. In 2004–2005, the Panel considered 57 applications for 15 posts at chief constable level; 49 applications for 13 posts at deputy chief constable level; and 158 applications for 26 posts at assistant chief constable level.

## International Policing

### Iraq

In May 2005, I accompanied a small party of Chief Constables on a fact-finding trip to Iraq. The UK Police Service is playing an important role in security sector reform and in establishing the rule of law in Iraq, with officers, drawn from general police duties, deployed in a variety of training and mentoring roles both in the country itself and in Jordan, where initial recruit training is undertaken. The visit was an opportunity to demonstrate my support for colleagues deployed overseas and to get a real feel for the difficulties they face. Although I do not underestimate the scale of the challenge, it was gratifying to see that the UK Police Service is helping to make a real difference, one that will ultimately be to the benefit of ordinary Iraqis. In particular I would like to pay tribute to the courage, determination and commitment shown by all the officers concerned.

**“Change is all around the service,  
and HMIC is at the centre of it.”**



### **Lesotho**

Once again, HMIC has been asked to help a country from another continent review its policing requirements. On this occasion, Mr Ntate Shadrack Koro, the Inspector of Police in the Republic of Lesotho, visited HMIC to look for good practice in this field. He was following up a visit to Lesotho by HMI Jane Stichbury. I am looking forward also to meeting a delegation from the Republic of Botswana, who will visit the UK soon to discuss how they will be implementing the recommendations made by my immediate predecessor when he visited that country.

### **Centrex**

HMIC, through Robin Field-Smith's work with Centrex, has helped ensure both an improved UK contribution to the training of police officers from overseas, and the strengthening of the support for the European Police College which is run out of Bramshill. Considerable interest has been shown in our work in inspecting the training further.

## **Conclusion**

The work of HMIC continues to be broad, interesting and exciting. Our services are welcomed and sought after. As we move towards the prospect of a single criminal justice inspectorate, I am confident that our stock is high.

# CHAPTER 3

## Looking Ahead

The Police Service has undergone considerable change in recent times, and never more than in the past few years. The Reform Programme, performance management, different theories of policing: all have contributed to the Service we presently see.



# Police Service

## Reform Programme

As with all public services, the Police Service has recently faced the rigour of a substantial reform programme. This began in 2001, with the objective of modernising the Service, its methods and its workforce. The Service breathed deeply the refreshing air of reform. Results have been spectacular: crime has fallen, police numbers have risen, victimisation has fallen.

The Home Secretary has made it clear that reform will continue, with responsiveness to the public being a priority through effective neighbourhood policing, delivered by a modernised workforce. Evidence of this will come from calls for help being handled better (our thematic inspection, “First Contact”, being relevant here); and greater measurement of police performance through customer satisfaction assessments and quality of service standards. Further measures will be meeting the target of 24,000 Community Support Officers by 2008, and having dedicated neighbourhood policing teams in each neighbourhood by the same year.

Characteristics of this period of reform will be a Neighbourhood Policing Strategy, the establishment of a National Policing Improvement Agency, and restructuring of forces, all of which are considered further below. Other aspects include further reductions in bureaucracy, pay system reform and yet more performance improvement. There will also be further work to modernise the police workforce, principally by reviewing entry, selection and development processes.

These represent fresh major challenges for the Service.

## Neighbourhood policing

The Home Secretary has given a clear steer to the Service as to his priorities for policing. He is concerned that we have the right structures for policing delivery – hence our work on protective services capacity; that Basic Command Units continue to be the primary operational management focus; and that neighbourhoods are policed so that crime and anti-social behaviour are reduced. His targets were set out in the Home Office booklet on the subject issued in March 2005:

- every area in England and Wales will benefit from dedicated, visible, accessible and responsive neighbourhood policing teams, led by police officers but involving special constables, community support officers, volunteers, neighbourhood wardens and others too;
- maintaining record policing resources on the front line, with the equivalent of 12,000 officers being freed up from back-office bureaucracy;
- there will be 24,000 community support officers providing up to 36m hours a year out in communities to help reduce crime and anti-social behaviour and reassure the public;
- the public will know who their local police officers are and how to contact them;
- the public will have a real say in local policing issues and setting local priorities; and
- the public will know how well their police are doing locally in tackling crime and anti-social behaviour.

British policing has long been delivered at the neighbourhood level, but changes in practice and the need to focus on “harder” criminality has led to the perception among the public that neighbourhood policing has fallen down the priority list. The Service has now been set some challenging priorities. I am confident that it will meet those challenges. However, I am equally certain that Government must play its part in fully resourcing the Service in meeting its targets.

## National Policing Improvement Agency

The Government entered into a commitment to establish a National Policing Improvement Agency in the White Paper *Building Communities, Beating Crime*. However, the idea came from the Service itself, from ACPO in its submission to the Home Office in response to the 2003 Green Paper.

The substance and objectives are presently being worked up in the Home Office, advised by a Steering Group which includes myself. As things presently stand, the Agency will:

- create continuous self-improvement in the Service;
- be professionally driven, but outward-looking, connected to the citizen and working in partnership with others;
- work with forces, police authorities and the Government to create and deliver improvement;
- build capacity to deliver critical national programmes, as set out by the Home Secretary in his National Community Safety Plan; and
- deliver a single approach model of support for policing which in turn will deliver a better service to communities and neighbourhoods.

These are an ambitious set of aims, where the whole will need to be greater than the sum of its parts (Centrex, the Police Information Technology Organisation and the Police Standards Unit). I say that because of the recognition that there is presently some overlap between those organisations which sit in the police improvement landscape. I wish the Agency well, and from our position in a combined criminal justice system inspectorate (see below) I will be keen to see that we collaborate and prosper, to the benefit of the Service and the communities served.

On present plans the Agency will be a Non-Departmental Public Body, and will be established in shadow form during 2006 prior to full establishment in April 2007.

### **Restructuring of the Service**

I wrote in Chapter 2 about the work in which HMIC has been engaged to assess the Service's capacity to confront the challenges which criminality now brings to it. Forces and authorities are now engaged in a structured process to bring about the necessary – and, at the time of writing, yet to be agreed – degree of change.

This will be a period of significant uncertainty for the Service. HMIC will be fully engaged throughout this period with all stakeholders: forces, authorities, the Home Office and the staff associations. I will be particularly interested in three aspects.

### **Performance**

Periods of major change provide inevitable distractions for managers. Through our Baseline Assessment's continuous assessment process, HMIC will be able to monitor performance, on a business as usual basis. We will be sensitive to any dips in operational performance which cannot properly be ascribed to change.

### **Processes**

The HMIC restructuring work properly referred to processes. While change – whatever that change might be – is under way, I am anxious to see that the ordinary processes of policing business – especially where those processes have been wrought from good practice studies and implementation – are not adversely affected by the change process itself.

### **Reform and Workforce Modernisation**

The Government's programme of reform must continue; and Workforce Modernisation, linked to restructuring, is the key to improved performance. We will need to be close to the reform programme, ensuring that change is embedded. I can see, however, that there may be reform aspirations which may need to be postponed while restructuring takes place. I will need to be certain of the evidence for potential conflict of this kind before I would advise Ministers accordingly.

## **HMIC**

### **Evolution of Baseline Assessment**

Chapter 1 has provided the detail of our Baseline Assessment methodology and results. As noted there, this is a methodology which benefits from being kept under continual review, not least so as to ensure its relevance, focus and potency.

HMIC has chosen to adopt more explicitly the principles of the National Intelligence Model in developing Baseline Assessment for 2006, and in establishing the inspection programme which follows Baseline Assessments and other calls on our resources and expertise. In the immediate term, and of particular relevance to the context of this Annual Report, is how HMIC will apply the outcomes of the 2004–2005 Baseline Assessment exercise, relevant now that we, forces and police authorities have experience of the Baseline Assessment work. Experience of the application of these new thoughts will inform how we apply the results of future rounds of Baseline Assessment.

I expect a good proportion of the higher-performing forces to see rather less of HMIC while they continue to perform so well. These would be those forces which have mostly Excellent or Good Baseline Assessment grades, few Fair and no Poor gradings. This “inspection break” regime would see them receiving no routine HMIC oversight (unless exceptional circumstances intervene) and they will themselves conduct full self-assessment against provided Baseline Assessment and strategic grading criteria.

Forces with more mixed Baseline Assessment performance results – those with a majority of Good and Fair grades, a sprinkling of Excellents, and no more than two Poor grades – will attract a “light touch” inspection regime. This will be risk-based, HMIC focusing on those areas where performance gives the greatest cause for concern. These forces will complete a full Baseline Assessment self-assessment in 2006, and HMIC will determine which functions and services should be subject to full on-site validation.

This means that we will be able to direct attention mostly to those forces which display characteristics of under-performance. The precise form which Baseline Assessment 2006 will take in these forces will depend on the particular areas of weakness, and the degree of HMIC and/or PSU engagement already in place.

Cutting across these processes will be any necessary personnel, training and diversity inspection activity and the sort of joint and thematic inspection activities described in Chapter 2. However, taking these revised Baseline Assessment proposals together with consolidated BCU and BVR inspection activities and our revised approach to the audit and inspection of efficiency plans, forces will see more focused and cohesive deployment of HMIC expertise.

As ever, ACPO and APA will be fully involved; their contribution to the development of Baseline Assessment has been crucial.



### **Inspection of Police Authorities**

I am keen to see us move forward in this area. However, as any restructuring of forces will have considerable impact on their overseeing authorities, I propose that we postpone progress until the shape of the Service is clearer. HMIC will work with the Association of Police Authorities to develop a methodology and timetable.

### **Senior Appointments in the Police Service**

The restructuring work mentioned above also poses inevitable difficulties for the processes of advising forces, police authorities and Home Office Ministers on appointments to the senior ranks in the Service. Clearly, it would not be proper to proceed towards appointments which might prove to be short-lived. At this point, of course, no decisions have been made about the future structural shape of the Police Service in England and Wales, which itself adds to the uncertainty.

As chairman of the Senior Appointments Panel I therefore put proposals to Panel members and to Ministers in October 2005. These were accepted, subject to review early in 2006 and again when ministerial decisions about structures had been made. In short, it is unlikely that any new appointments to chief constable would be made during a period of moratorium, the presumption being that, on a case-by-case basis, the Home Secretary would be content to see put in place any sensible and necessary temporary arrangements. This would also apply to deputy chief constable appointments, although exceptions might be necessary in some circumstances and again on a case-by-case basis. The Panel felt that a slightly less stringent regime might apply to assistant chief constable appointments.

The Senior Appointments Panel has also recognised that should a flurry of appointments be necessary after ministerial decisions have been taken on restructuring, the Panel needs to be prepared.

As it happens, the Panel has been reviewing its working methods over the past 15 months or so. As a result, the Panel sees rather more relevant information about applicants, and receives observations (such as from Chief Constables and from regional HMIs) on applicants which focus on the requirements of the post in question. We also invite to relevant meetings of the Panel the Chairs of the police authorities which are seeking applicants at chief and deputy chief level. We will need to look further at how we can get through this potentially exceptionally busy phase, but we have the advantage of being better equipped to do so.



## The Single Inspectorate

The Government has for some time, as part of its general thrust to minimise regulation, been looking to reduce the number of inspectorates in the public sector. Extensive consultation has taken place, and it is now the Government's avowed intent to move towards just four, consolidated inspectorates, including just one covering law enforcement. While we presently work alongside the inspectorates outside the criminal justice system, and under any new regime will continue to do so, my primary concern has been in the law enforcement area.

It is intended to legislate for such an inspectorate as soon as Parliamentary time allows. Debate around this concept has been long and, often, loud. I sense that realism has inserted itself into this debate, and a sensible single inspectorate may now emerge. This will see us joining forces with HM Crown Prosecution Inspectorate, HM Inspectorate of Court Administration, HM Inspectorate of Prisons and HM Inspectorate of Probation. I will work hard with my fellow Chief Inspectors to ensure a smooth transition, and the retention of HMIC's service to the Police Service. I am also anxious that this consolidation will lead to greater consolidation within the criminal justice system itself: one objective would be to ensure joint performance targets and joint performance management.

I will report further in my next Annual Report.

## Conclusion

Change is all around the Service, and HMIC is at the centre of it. I am confident that the Service is better placed than ever before to cope with this change.

# ANNEX

## **The Functions, Role and Work of Her Majesty's Inspectorate of Constabulary for England, Wales and Northern Ireland**

## Part One: Background

For almost a century and a half, Her Majesty's Inspectors of Constabulary (HMIs) have been charged with examining and improving the efficiency of the Police Service in England and Wales, with the first HMIs appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged their contribution to policing.

Her Majesty's Inspectors of Constabulary are appointed by the Crown on the recommendation of the Home Secretary and report to Her Majesty's Chief Inspector of Constabulary (HMCIC), who is the Home Secretary's principal professional policing adviser. He is independent both of the Home Office and of the Police Service.

This Annex briefly describes the role and work of Her Majesty's Inspectorate of Constabulary (HMIC). Further information can be found in HMCIC's Annual Reports, which can be accessed via our website at [www.inspectorates.homeoffice.gov.uk/hmic](http://www.inspectorates.homeoffice.gov.uk/hmic)

## Part Two: Functions

The functions of the Inspectorate can be divided into three main areas:

- The formal inspection and assessment of the 43 police forces in England and Wales; the Police Service of Northern Ireland (supporting the Chief Inspector of Criminal Justice in Northern Ireland); the National Criminal Intelligence Service; the National Crime Squad; the Central Police Training and Development Authority (Centrex); the Civil Nuclear Constabulary; the British Transport Police; and the Ministry of Defence Police, including those at the Sovereign base in Cyprus. HMIC also inspects HM Revenue and Customs, and, from 1 April 2006, the Serious Organised Crime Agency (which will absorb the National Criminal Intelligence Service and the National Crime Squad). Also inspected, by invitation, are the three island forces (Jersey, Guernsey and the Isle of Man) and other organisations responsible for policing such as police forces overseas (including Gibraltar).

Thematic inspections are also undertaken, some in conjunction with other bodies, especially the other criminal justice system inspectorates. Inspections are conducted openly and the recommendations of the HMIs are arrived at independently. HMIs' reports are normally published and placed on our website, and good practice is garnered and disseminated. These inspections are described more fully further on in this Annex.

- HMIC plays a key advisory role within the tripartite system (Home Office, chief officer and police authority/Northern Ireland Policing Board), where its independence and professional expertise are recognised by all parties. HMIs also provide a crucial link between forces and the Home Office, and, as the Home Secretary's principal professional police adviser, HMCIC links directly with the Home Office Crime Reduction and Community Safety Group, and particularly with the Police Standards Unit and the National Centre for Policing Excellence.
- HMIC advises the Home Secretary on senior appointments in the Police Service, via the Senior Appointments Panel which HMCIC chairs.

In addition, the Inspectorate keeps abreast of policing issues worldwide by fostering links with international agencies such as Interpol and the FBI. HMIC also contributes to the development of inspection science through its association with other inspectorates, both within and outside the criminal justice system.

Part Five sets out the statutory duties of HMIC. Part Six deals with HMIC's finances. Part Seven provides contact details.

## Part Three: Organisation

HMIC is independent of both the Police Service and the Home Office. HMCIC for England, Wales and Northern Ireland is based in a Home Office building in London and is supported by four Assistant Inspectors of Constabulary, who have clearly defined functional responsibilities, a financial adviser and a small administrative staff. HMCIC visits police forces frequently but inspects rarely; the role generally is to direct and co-ordinate the work of HMIs, particularly those who have responsibility for inspecting a number of forces in one or more of the regions. HMCIC provides advice at national level and is available to advise Ministers and Home Office officials on aspects of policing, as well as advising the Police Service, on both operational and management matters.

The three regional HMIs are located in regional offices (details in Part Seven) and are supported by a small staff. Their primary function is to inspect and assess police forces and to report their findings publicly. HMIs also have an important advisory function and seek to influence the development of policing by disseminating good practice and providing advice to police forces and police authorities. Assistance to each HMI is provided by staff officers and the financial adviser, each of whom has a key role in the inspection process.

There is one further HMI, from a non-police background, holding responsibility for inspecting police personnel, training and diversity. This HMI is fully engaged in the inspection and performance development work of HMIC.

HMIC's inspection staff are almost entirely provided by forces on a secondment basis, some being on short-term loan. These arrangements provide HMIC with up-to-date policing experience.

Through the inspection and assessment processes and the recommendations made in published reports, HMIC seeks to influence chief officers, the Home Office, police authorities and the Northern Ireland Policing Board to ensure the provision of an efficient and effective Police Service. HMCIC is required to submit to the Home Secretary an Annual Report, subsequently laid before Parliament and published, which summarises the main findings from the previous year's inspections and provides an overview of topical policing issues.

Since April 2003, HMIs have been responsible for overseeing personal development reviews for chief officers. PDRs and the general process of performance review are a central component in the development of leadership in the top ranks of the Police Service.

The role of HMIC outside formal inspections is as important as the inspection process. HMIC is well placed to provide professional advice – for instance with regard to the police reform programme – through the knowledge derived from the inspection process, its wide-ranging contacts within the tripartite system and the expertise of its members.

## Part Four: The Inspection, Assessment and Advisory Functions

The formal inspection process is a core HMIC activity, through which HMIs conduct detailed examinations of those areas of policing organisation and practice judged to be central to the efficient and effective discharge of the policing function. HMIs report on the efficiency and effectiveness of each force – and other organisations – which they inspect; that is, the extent to which each force achieves the best results with the resources available and whether those results are the right ones. They take into consideration: the Government's Public Service Agreement performance targets for policing; the objectives set locally by police authorities and the Northern Ireland Policing Board; other priorities determined in consultation with the Home Office; and issues determined by HMIs, based on trends identified during the inspection process. Inspection protocols form the basis of these inspections.

The type, frequency, form, duration and priority of inspections is determined by HMIC. At present, inspections take several forms.

### **The Force (and other policing organisation) Inspection**

HMIs conduct detailed examinations of those areas of policing organisation and practice judged to be central to the efficient and effective discharge of the policing function.

Until recently, these inspections were triggered through a risk assessment process. They check on the performance of forces in key areas (including ministerial priorities and crime targets, and objectives set locally by police authorities) and make recommendations for improvement where weaknesses are identified. Focused forms of these inspections are also conducted in relation to specific areas.

Our principal methodology, Baseline Assessment – see below – means that regular force-wide inspections are not now mounted. However, where the force’s Baseline Assessment so indicates, where there are particular concerns, or when so directed by the Home Secretary, HMIC will conduct a full force inspection.

### **The Thematic Inspection**

These inspections examine a key issue across a representative number of forces, and comment solely on the effectiveness of performance in relation to that key issue.

This type of inspection identifies deficiencies relevant to the Police Service as a whole and disseminates good practice regarding a specific aspect of policing. Such inspections have proved key in identifying critical issues and sticking points and in offering solutions for moving the Police Service forward in areas such as race and diversity, efficiency and value for money, crime recording, police integrity, the use of scientific and technological advances to tackle volume crime, rape, child protection, reassurance, training, and personnel issues such as recruiting.

### **The Best Value Review Inspection**

This duty of inspection, introduced under the Local Government Act 1999, gives HMIC a remit to inspect Best Value in police authorities to ensure that Best Value Reviews have been carried out in accordance with the statutory requirements and that they are likely to bring about the desired improvements. HMIC liaises closely with other Best Value inspectorates, particularly the district auditors, who also have a role in inspecting Best Value in police authorities. This activity is now generally undertaken in the context of the Baseline Assessment exercise.

### **The Basic Command Unit Inspection**

These inspections focus on the local aspects of policing. Concentrating on leadership and performance, the inspections seek to identify reasons for variations in performance between apparently similar BCUs. HMIC has been inspecting

every BCU in England and Wales over a five-year period (which began in 2001–2002) and has conducted re-inspections. However, as with Best Value Review inspections, these inspections will now normally feature in Baseline Assessment (unless circumstances indicate otherwise).

### **Baseline Assessment – our principal methodology**

In common with other inspectorates, HMIC keeps its inspection methodology under review. The last significant change was the move away from annual inspection to a three-year cycle and the introduction of the Performance Review assessment at the mid-point of the cycle. More recently, HMIC introduced risk assessment to focus the inspection effort and developed systems for inspecting BCUs and Best Value Reviews. In 2002, HMIC identified a need to rethink the conventional “formal” inspection methodology used at force level in the light of changing circumstances, especially the major developments which flowed from the Police Reform Act 2002. The approach has been termed “Baseline Assessment” because it seeks to monitor change in each force (improvement or deterioration) against a baseline of performance identified in spring 2004.

The Baseline Assessments draw upon the quantitative data of the Home Office’s Policing Performance Assessment Framework (PPAF), to which they will add standards-based professional judgement of the quality of the processes which underpin performance. They produce a tailored, three-year inspection programme for each force, with areas of under-performance being subjected to more detailed inspection. Other types of inspection activity will be integrated into each programme, reflecting the three-year planning process based on National Policing Plans.

The Baseline Assessment model was refined after testing and presents a more transparent and accessible assessment of the strengths and weaknesses in each force, based to a significant degree on self-assessment. More importantly, it is designed to produce shared agendas for improvement, agreed by HMIC, forces and police authorities.

The main drivers for introducing this new approach were:

- *the police reform programme* – to be absolutely sure that HMIC’s inspection regime reflected the changed emphases and generated evidence-based feedback on how well forces were implementing the key aspects of reform;

- *HMIC assessments of efficiency plans, and inspections of BCUs and Best Value Reviews* – to ensure that all inspection activity in a force was co-ordinated in a single programme;
- *comprehensive performance assessments* – to adopt the best features of the multi-inspectorate “whole organisation” assessments conducted of local authorities; and
- *pressures to improve the interfaces of the criminal justice system* – it was a high Governmental priority to make the criminal justice system more coherent and better attuned to the needs of victims and witnesses, in order to improve confidence in it. HMIC’s inspection process therefore needed to address relevant cross-cutting issues in more depth than previously.

The main elements are:

- assessments of 27 police functions and activities;
- frameworks of questions and the standards expected;
- greater use of self-assessment and incorporating the views of other regulators and partners;
- assessment (of strengths and areas for improvement) which is high level, comprehensive and annual; and
- a tailored programme of inspection activity for each force, based on the Baseline Assessment and the force’s own strategic development programme.

The 27 functions and activities are:

#### **Citizen Focus**

Fairness and equality  
 Neighbourhood policing and community engagement  
 Customer service and accessibility  
 Professional standards

#### **Reducing Crime**

Reducing hate crime and crimes against vulnerable victims  
 Volume crime reduction  
 Working with partners to reduce crime

### **Investigating Crime**

- Investigating major and serious crime
- Tackling level 2 criminality
- Investigating hate crime and crimes against vulnerable victims
- Volume crime investigation
- Forensic management
- Criminal justice processes

### **Promoting Safety**

- Reassurance
- Reducing anti-social behaviour and promoting public safety

### **Providing Assistance**

- Call management
- Providing specialist operational support
- Roads policing

### **Resource Use**

- HR management
- Training and development
- Race and diversity
- Resource management
- Science and technology management
- National Intelligence Model

### **Leadership and Direction**

- Leadership
- Strategic management
- Performance management and continuous improvement

Each of these functions and activities is graded as Excellent, Good, Fair or Poor, and, in many cases, a “direction of travel” grade is identified – Improved, Stable or Deteriorated.

The resulting intelligence-led and tailored programme of inspection activity includes continuous liaison, with formal quarterly visits by HMIC staff officers, inspections of BCUs and Best Value Reviews, and focused inspections examining areas of concern following Baseline Assessment. By integrating these activities,

there is a move towards continuous assessment and monitoring of progress, rather than periodic snapshots of performance. However, some key features of the previous HMIC approach have been retained:

- HMIs still engage regularly with forces and police authorities, though at a more strategic level;
- risk-based processes focus inspection effort on areas of weakness;
- HMIC methodology is shared with forces, police authorities and other stakeholders; and
- inspection findings are published.

Baseline Assessment reports are published annually, each autumn. There was broad agreement among the Association of Police Authorities, the Association of Chief Police Officers and the Home Office that HMIC inputs around strengths and weaknesses are timely and helpful when made at the start of police forces' autumn planning cycle.

### **Advice on Policing**

HMIC provides professional advice and support on all aspects of policing, including operational and management matters, to police forces, police authorities and the Northern Ireland Policing Board. HMIC is well placed to act as an agent for change. The role of HMIC in ensuring collaboration between neighbouring forces and encouraging the sharing of new ideas, good practice and the timely utilisation of new equipment and techniques is considered important by the Home Secretary. This is achieved through the inspection and assessment processes, by offering information and advice to forces, and by collaboration with other agencies, such as the Audit Commission. Increasingly, HMIC undertakes joint inspections with other inspectorates. The work of HMIC, in ensuring that police services are delivered as efficiently and effectively as possible and meet public needs, reinforces the principles that services should be responsive and provide high quality services which represent good value for money.

During the course of inspection and assessment, HMIs also look closely at the progress made by police authorities and forces in building effective partnerships with both the local community and other agencies within the criminal justice and emergency systems.

The Home Secretary relies on HMIC as the principal source of objective professional advice on all aspects of policing, both operational and managerial. In addition, HMIC advises on the formulation of policy proposals relating to the police, and liaises with the appropriate administrative units in the Home Office. However, HMIC does not form part of the Home Office's policy-making function. HMCIC allocates specific subjects to individual HMIs and Assistant Inspectors on which they in turn provide professional advice. HMCIC has the right to report to the Home Secretary on any matter considered appropriate.

HMCIC provides advice to the Home Secretary on the suitability of candidates seeking senior appointments within the Police Service. He provides this advice with the help of the Senior Appointments Panel. Panel members are drawn from the Association of Chief Police Officers, the Association of Police Authorities, the Metropolitan Police Authority and the Home Office, and the panel also includes an independent member. HMIs are expected to provide advice to police authorities, service authorities and the board of the Central Police Training and Development Authority during the selection of chief officers and may sit as advisers on interview panels. HMIC also provides advice on chief officers' nominations for honours and bravery awards.

### **The Home Secretary's powers of direction**

The Home Secretary gained new powers of direction in the Police Reform Act 2002 (details in Part Five). These powers define HMIC's formal and central role in the new police performance monitoring regime.

#### **Monitoring of performance**

HMIC's Baseline Assessment of comparative force performance, which contributes to prioritising the formal inspection programme, will provide feedback to chief officers and police authorities about their force's performance, in both absolute and comparative terms. HMIC liaises with the force to discuss any serious performance issues. This approach may identify a causal factor and the force may already be initiating a recovery plan to improve performance. HMIC will provide advice and guidance on specific issues and initiatives which have proved to be good practice elsewhere and which have delivered an improvement in performance.

### **Engagement**

The Home Office would decide whether a formal offer of assistance from the Home Office's Police Standards Unit (PSU) should be made – this type of assistance will be categorised as a formal engagement. The Home Office would continue to monitor to assess whether the action being taken is securing and sustaining improvement. If there was no significant improvement within a reasonable timescale, both in absolute terms and in comparison with the Most Similar Force average, the position would be reviewed to consider whether more needed to be done to implement an effective recovery plan, including an escalation to a formal collaboration.

### **Collaboration**

Collaborations are initiated where engagements have not produced sufficient improvement in performance or there are very serious performance issues to address. They involve more substantive work with forces where serious, persistent or systematic problems have been identified. PSU (in conjunction with HMIC and others, as appropriate) will look to develop a more in-depth programme of work with the force and their authority. This could include collaboration at the more local level of a specific BCU.

Where appropriate, the Home Office may recommend that it would be desirable to call in expert advisers such as HMIC, assistance from partner agencies, or support from management consultants who could provide a review of structures, systems and processes as well as professional advice on finance and personnel issues.

The force, in conjunction with their authority, would be expected to work up an effective plan and show progress and improvement in the implementation of this plan. The Home Office will monitor the progress of the force and, if necessary, advise Ministers on whether a further inspection should be carried out by HMIC.

### **Formal intervention**

The final level of action would involve the use of powers provided in Section 40 or 41B of the Police Act 1996. The expectation is that formal intervention would usually follow only where an attempt at collaboration had proved unsuccessful. Such a step would require prior Home Secretary approval and would take place only in exceptional circumstances, after detailed discussion with the force at earlier stages.

A formal inspection and assessment conducted by HMIC, under Section 54 of the Police Act 1996 (and at the request of the Home Secretary), would have to precede any direction and conclude that the force or BCU was not efficient or effective (or was likely to become so) either generally or in a particular respect. The Home Secretary could then decide to direct the police authority to take such remedial action as is required in the direction (under Section 4), or to submit an action plan within 12 weeks, setting out the remedial measures which the authority proposed to take (under Section 41B). Under a Section 41 direction, the authority would be asked to submit an action plan, which would be prepared by the chief officer of the force, but the authority could ask for changes before it was sent to the Home Secretary. The Home Secretary can indicate that the plan is inadequate to the chief officer and police authority, and the police authority would consult the chief officer about any revisions required. A revised plan would be submitted to the Home Secretary.

Clearly, though, it would have to be seen that any formal intervention steps would be wholly exceptional, and thoroughly regrettable. HMIC intends to work fully with forces in circumstances of poor performance to avoid intervention. Indeed, HMIC has solid examples, over many years, of how working with forces will drive up performance.

### **Other Inspection Activities**

These include:

#### **Personnel, Training and Diversity**

Our specific interest in police training was established in 2000. Training should aim to equip police personnel with the skills they need to fulfil their jobs professionally, and this supposes that training and development is delivered consistently, effectively and efficiently in all police organisations. It is a key role for HMIC to ensure that training is delivered to nationally-agreed standards, provides value for money and supports front-line policing.

The Central Police Training and Development Authority (trading under the name Centrex) was formed as a non-departmental public body, out of National Police Training, on 1 April 2002. HMIC assumed statutory responsibility for the inspection of Centrex.

HMIC has also assumed responsibility for inspecting aspects of police HR and diversity work.

## **PNC**

The Police National Computer (PNC) is the only truly national policing system. HMIC, through the work of a small specialist team, audits how forces (including those in Scotland) meet their responsibility to enter data onto PNC in an accurate and timely manner. The level and frequency of force audits are determined through a risk-based programme which closely scrutinises a number of key business areas and how they impact on force performance.

## **Efficiency Plans**

The year 2004–2005 was the sixth in which police authorities were required to produce efficiency plans as part of their annual policing plans. The plans indicate how the efficiency gains target set by the Home Office is to be achieved, and are intended to provide a transparent, but basic, link between resource inputs and measurable performance outcomes.

HMIC staff, supported by external auditors, inspect the progress of the plans of each police authority and force throughout the year. Progress reports are provided to the Home Office for Ministers and the Treasury. HMIs regularly remind police authorities and forces of the importance of monitoring and linking police performance to the achievement of efficiency gains.

Over the past six years, the Service has delivered over £1,367m in efficiency gains, which has been recycled back into front-line policing.

## **Conclusion**

HMIC's statement of purpose – recently revised and at the front of this Annex – notes that we set out to ensure that *performance is improved*. HMIC's inspection and assessment activities are directed firmly at achieving that objective. The intention is to secure long-term, durable and sustainable progress in performance and delivery: continuous improvement for the benefit of all the communities served.

## Part Five: The Statutory Duties of HM Inspectors of Constabulary

The principal statutory duties of Her Majesty's Inspectors of Constabulary are set out in the Police Act 1996.

54. - (1) Her Majesty may appoint such number of inspectors (to be known as Her Majesty's Inspectors of Constabulary) as the Secretary of State may with the consent of the Treasury determine, and of the persons so appointed one may be appointed as chief inspector of constabulary.

(2) The inspectors of constabulary shall inspect, and report to the Secretary of State on the efficiency and effectiveness of, every police force maintained for a police area.

(3) The inspectors of constabulary shall carry out such other duties for the purpose of furthering police efficiency and effectiveness as the Secretary of State may from time to time direct.

(4) The chief inspector of constabulary shall in each year submit to the Secretary of State a report in such form as the Secretary of State may direct, and the Secretary of State shall lay a copy of that report before Parliament.

(5) The inspectors of constabulary shall be paid such salary and allowances as the Secretary of State may with the consent of the Treasury determine.

55. - (1) Subject to subsection (2), the Secretary of State shall arrange for any report received by him under section 54(2) to be published in such manner as appears to him to be appropriate.

(2) The Secretary of State may exclude from publication under subsection (1) any part of a report if, in his opinion, the publication of that part-

- (a) would be against the interests of national security, or
- (b) might jeopardise the safety of any person.

- (3) The Secretary of State shall send a copy of the published report-
- (a) [(except where he is himself the police authority)] to the police authority maintaining the police force to which the report relates, and
  - (b) to the chief officer of police of that police force.

(4) The police authority shall invite the chief officer of police to submit comments on the published report to the authority before such date as it may specify.

(5) The police authority shall prepare comments on the published report and shall arrange for-

- (a) its comments,
- (b) any comments submitted by the chief officer of police in accordance with subsection (4), and
- (c) any response which the authority has to the comments submitted by the chief officer of police,

to be published in such manner as appears to the authority to be appropriate.

(6) The police authority [(except where it is the Secretary of State)] shall send a copy of any document published under subsection (5) to the Secretary of State.

**56.** - (1) The Secretary of State may appoint assistant inspectors of constabulary.

(2) Members of a police force may be appointed by the Secretary of State to be assistant inspectors of constabulary or to be staff officers to the inspectors of constabulary.

(3) Persons appointed under this section shall be paid such salary and allowances as the Secretary of State may with the consent of the Treasury determine.

**Under Section 77 of the 1996 Act, there is a responsibility to review the investigation and handling of complaints.**

77. Every police authority in carrying out its duty with respect to the maintenance of an efficient and effective police force, and inspectors of constabulary in carrying out their duties with respect to the efficiency and effectiveness of any police force, shall keep themselves informed as to the working of sections 67 to 76 in relation to the force.

**Best Value Review inspections are conducted under the auspices of Section 24 of the Local Government Act 1999.**

24. - (1) Section 8(2) of the Police Act 1996 (local policing plans) shall be amended by-

(a) the omission of the word “and” after paragraph (b), and

(b) the insertion of the following after paragraph (c)-

“, and

(d) any action proposed for the purpose of complying with the requirements of Part I of the Local Government Act 1999 (best value).”

(2) In section 54 of that Act (inspectors of constabulary) after subsection (2) there shall be inserted-

“(2A) The inspectors of constabulary may inspect, and report to the Secretary of State on, a police authority’s compliance with the requirements of Part I of the Local Government Act 1999 (best value).”

(3) In section 55(1) of that Act (publication of reports) after “section 54(2)” there shall be inserted “or (2A)”.

**There are further powers in the Police Reform Act 2002.**

**3. Powers to require inspection and report**

In Section 54 of the 1996 Act (appointment and functions of inspectors of constabulary), after subsection (2A) there shall be inserted-

“(2B) The Secretary of State may at any time require the inspectors of constabulary to carry out an inspection under this section of-

- (a) a police force maintained for any police area;
- (b) the National Criminal Intelligence Service; or
- (c) the National Crime Squad;

and a requirement under this subsection may include a requirement for the inspection to be confined to a particular part of the force, Service or Squad in question, to particular matters or to particular activities of that force, Service or Squad.

(2C) Where the inspectors carry out an inspection under subsection (2B), they shall send a report on that inspection to the Secretary of State.”;

and in section 55(1) of that Act (publication of reports) for “or (2A)” there shall be substituted “, (2A) or (2C)”.

(2) In section 41 of the Police (Northern Ireland) Act 1998 (c. 32) (appointment and functions of inspectors), after subsection (3) there shall be inserted-

“(3A) The Secretary of State may at any time require the inspectors to carry out an inspection under this section of-

- (a) the Police Service of Northern Ireland; or
- (b) the National Criminal Intelligence Service;

and a requirement under this subsection may include a requirement for the inspection to be confined to a particular part of the Service in question, to particular matters or to particular activities of that Service.

(3B) Where the inspectors carry out an inspection under subsection (3A), they shall send a report on that inspection to the Secretary of State.”;

and in section 42(1) of that Act (publication of reports) for “or (3)” there shall be substituted “, (3) or (3B)”.

#### *4 Directions to police authorities*

For section 40 of the 1996 Act (power to give directions in response to report on an inspection of a police force carried out for the purposes of that section) there shall be substituted-

##### *“40 Power to give directions to a police authority*

(1) Where a report made to the Secretary of State on an inspection under section 54 states, in relation to any police force maintained under section 2, or in relation to the metropolitan police force-

(a) that, in the opinion of the person making the report, the whole or any part of the force inspection is, whether generally or in particular respects, not efficient or not effective, or

(b) that, in that person’s opinion, the whole or a part of the force will cease to be efficient or effective, whether generally or in particular respects, unless remedial measures are taken,

the Secretary of State may direct the police authority responsible for maintaining that force to take such remedial measures as may be specified in the direction.

(2) Those remedial measures must not relate to any matter other than-

(a) a matter by reference to which the report contains a statement of opinion falling within subsection (1)(a) or (b); or

(b) a matter that the Secretary of State considers relevant to any matter falling within paragraph (a).

(3) If the Secretary of State exercises his power to give a direction under this section in relation to a police force-

(a) he shall prepare a report on his exercise of that power in relation to that force; and

(b) he shall lay that report before Parliament.

- (4) A report under subsection (3)-
- (a) shall be prepared at such time as the Secretary of State considers appropriate; and
  - (b) may relate to more than one exercise of the power mentioned in that subsection.
- (5) The Secretary of State shall not give a direction under this section in relation to any police force unless-
- (a) the police authority maintaining that force and the chief officer of that force have each been given such information about the Secretary of State's grounds for proposing to give that direction as he considers appropriate for enabling them to make representations or proposals under the following paragraphs of this subsection;
  - (b) that police authority and chief officer have each been given an opportunity of making representations about those grounds;
  - (c) that police authority has had an opportunity of making proposals for the taking of remedial measures that would make the giving of the direction unnecessary; and
  - (d) the Secretary of State has considered any such representations and any such proposals.
- (6) The Secretary of State may by regulations make further provision as to the procedure to be followed in cases where a proposal is made for the giving of a direction under this section.
- (7) Before making any regulations under this section, the Secretary of State shall consult with-
- (a) persons whom he considers to represent the interests of police authorities;
  - (b) persons whom he considers to represent the interests of chief officers of police; and
  - (c) such other persons as he thinks fit.

(8) Regulations under this section may make different provision for different cases and circumstances.

(9) A statutory instrument containing regulations under this section shall not be made unless a draft of the regulations has been laid before Parliament and approved by a resolution of each House.”

#### 5 *Directions as to action plans*

After section 41 of the 1996 Act there shall be inserted-

##### “41A *Power to give directions as to action plans*

(1) This section applies where a report made to the Secretary of State on an inspection under section 54 states, in relation to a police force for a police area-

(a) that, in the opinion of the person making the report, the whole or any part of the force is, whether generally or in particular respects, not efficient or not effective; or

(b) that, in that person’s opinion, the whole or a part of the force will cease to be efficient or effective, whether generally or in particular respects, unless remedial measures are taken.

(2) If the Secretary of State considers that remedial measures are required in relation to any matter identified by the report, he may direct the police authority responsible for maintaining the force to submit an action plan to him.

(3) An action plan is a plan setting out the remedial measures which the police authority proposes to take in relation to the matters in respect of which the direction is given.

(4) If a police authority is directed to submit an action plan, that authority shall direct the chief officer of police of the force in question to prepare a draft of it and to submit it to the police authority for that authority to consider.

(5) The police authority, on considering a draft action plan submitted to it under subsection (4) may submit the plan to the Secretary of State, with or without modifications.

(6) If the police authority proposes to make modifications to the draft of the action plan submitted under subsection (4), it must consult with the chief officer of police.

(7) On considering an action plan submitted to him in accordance with a direction under this section, the Secretary of State may, if he is of the opinion that the remedial measures contained in the action plan submitted to him are inadequate, notify the police authority and the chief officer of the force in question of that opinion and of his reasons for it.

(8) If a police authority is notified under subsection (7)-

(a) it shall consider, after consultation with the chief officer of the police force in question about the matters notified, whether to revise the action plan in the light of those matters; and

(b) if it does revise that plan, it shall send a copy of the revised plan to the Secretary of State.

(9) On giving a direction under this section to the police authority responsible for maintaining a police force, the Secretary of State shall notify the chief officer of police of that force that he has given that direction.

(10) The period within which a direction to submit an action plan must be complied with is such period of not less than four weeks and not more than twelve weeks after it is given as may be specified in the direction.

(11) The provision that a direction under this section may require to be included in an action plan to be submitted to the Secretary of State includes-

(a) provision setting out the steps that the police authority proposes should be taken in respect of the matters to which the direction relates and the performance targets the authority proposes should be met;

(b) provision setting out the authority's proposals as to the times within which those steps are to be taken and those targets to be met and the means by which the success of the plan's implementation is to be measured;

- (c) provision for the making of progress reports to the Secretary of State about the implementation of the action plan;
- (d) provision as to the times at which, and the manner in which, any progress report is to be made; and
- (e) provision for the duration of the plan and for it to cease to apply in the circumstances determined by the Secretary of State.

(12) Nothing in this section shall authorise the Secretary of State or a police authority to direct the inclusion in an action plan or draft action plan of any requirement to do or not to do anything in a particular case identified for the purposes of the requirement, or in relation to a particular person so identified.

(13) In this section references, in relation to a case in which there is already an action plan in force, to the submission of a plan to the Secretary of State include references to the submission of revisions of the existing plan; and the preceding provisions of this section shall have effect accordingly.

(14) A police authority shall comply with any direction given to it under this section.

(15) A chief officer of police of any police force shall comply with any direction given to him under this section.

(16) Nothing in this section or in section 40 prevents the Secretary of State in the case of the same report under section 54 from exercising (whether in relation to the same matter or different matters or at the same time or at different times) both his powers under this section and his powers under section 40.

#### **41B** *Procedure for directions under section 41A*

(1) The Secretary of State shall not give a direction under section 41A in relation to any police force unless-

- (a) the police authority maintaining that force and the chief officer of that force have each been given such information about the Secretary of State's grounds for proposing to give that direction as he considers appropriate for enabling them to make representations or proposals under the following paragraphs of this subsection;

(b) that police authority and chief officer have each been given an opportunity of making representations about those grounds;

(c) that police authority has had an opportunity of making proposals for the taking of remedial measures that would make the giving of the direction unnecessary; and

(d) the Secretary of State has considered any such representations and any such proposals.

(2) The Secretary of State may by regulations make further provision as to the procedure to be followed in cases where a proposal is made for the giving of a direction under section 41A.

(3) Before making any regulations under this section, the Secretary of State shall consult with-

(a) persons whom he considers to represent the interests of police authorities;

(b) persons whom he considers to represent the interests of chief officers of police; and

(c) such other persons as he thinks fit.

(4) Regulations under this section may make different provision for different cases and circumstances.

(5) A statutory instrument containing regulations under this section shall not be made unless a draft of the regulations has been laid before Parliament and approved by a resolution of each House.

(6) If the Secretary of State exercises his power to give a direction under section 41A in relation to a police force-

(a) he shall prepare a report on his exercise of that power in relation to that force; and

(b) he shall lay that report before Parliament.

- (7) A report under subsection (6)-
- (a) shall be prepared at such time as the Secretary of State considers appropriate; and
  - (b) may relate to more than one exercise of the power mentioned in that subsection.”

**On Police Training, in the Criminal Justice and Police Act 2001.**

*93 Inspections of the [Central Police Training and Development] Authority*

(1) The Secretary of State may at any time require the inspectors of constabulary to carry out an inspection of the Authority under section 54 of the 1996 Act.

(2) Where a report made to the Secretary of State on an inspection of the Authority under that section states-

- (a) that, in the opinion of the person making the report, the Authority are not carrying out their duties efficiently and effectively, or
- (b) that in his opinion, unless remedial measures are taken, the Authority will cease to carry out their duties efficiently and effectively,

the Secretary of State may direct the Authority to take such measures as may be specified in the direction.

**On Northern Ireland, in the Police (Northern Ireland) Act 1998.**

*41 Appointment of inspectors of constabulary*

(1) The Secretary of State may appoint from among Her Majesty’s Inspectors of Constabulary appointed under section 54 of the Police Act 1996 such number of inspectors of constabulary for Northern Ireland as he may determine.

(2) The inspectors shall at least once in every year inspect and report to the Secretary of State on the efficiency and effectiveness of the Northern Ireland Police Service.

(3) The inspectors may inspect and report to the Secretary of State on the efficiency and effectiveness of the National Criminal Intelligence Service.

(4) The inspectors shall carry out such other duties for the purpose of furthering the efficiency and effectiveness of the Northern Ireland Police Service and make such other reports as the Secretary of State may from time to time direct.

(5) Any expenditure incurred for the purposes of or in connection with an inspection under this section shall be defrayed by the Secretary of State.

#### *42 Publication of reports of inspectors of constabulary*

(1) Subject to subsection (2), the Secretary of State shall arrange for any report received by him under Section 41(2) or (3) to be published in such manner as appears to him to be appropriate.

(2) The Secretary of State may exclude from publication under subsection

(1) any part of a report if, in his opinion, the publication of that part-

(a) would be against the interests of national security or prejudicial to public order; or

(b) might jeopardise the safety of any person.

(3) The Secretary of State shall send a copy of the published report to-

(a) the Police Authority; and

(b) the Chief Constable.

(4) The Police Authority shall invite the Chief Constable to submit comments on the published report to the Authority before such date as it may specify.

(5) The Police Authority shall prepare comments on the published report and shall arrange for-

- (a) its comments;
- (b) any comments submitted by the Chief Constable in accordance with subsection (4); and
- (c) any response which the Authority has to the comments submitted by the Chief Constable,

to be published in such manner as appears to the Authority to be appropriate.

(6) The Police Authority shall send a copy of any document published under subsection (5) to the Secretary of State.

(7) Subsections (3) to (6) shall apply in relation to a report relating to the National Criminal Intelligence Service as if-

- (a) references to the Police Authority were references to the Service Authority for the National Criminal Intelligence Service; and
- (b) references to the Chief Constable were references to the Director General of the National Criminal Intelligence Service.

**Amended by Section 30 of the Police (Northern Ireland) Act 2000.**

(9) In section 41 of the 1998 Act (inspectors of constabulary) for subsection (4) there shall be substituted-

“(4) The inspectors shall-

- (a) if the Secretary of State so directs, carry out an inspection of the Board’s [the Northern Ireland Policing Board] compliance with the requirements of section 28 of the Police (Northern Ireland) Act 2000;
- (b) carry out such other duties for the purpose of furthering the efficiency and effectiveness of the police, the police support staff and traffic wardens as the Secretary of State may from time to time direct;

(c) make such reports as the Secretary of State may from time to time direct.”

(10) In section 42(1) of the 1998 Act (publication of certain reports of inspectors) after “under section 41(2) or (3)” there shall be inserted “and any report of an inspection under section 41(4)(a)”.

**Schedule 8 of Part 6 of the Justice (Northern Ireland) Act 2002, in respect of the Chief Inspector of Criminal Justice in Northern Ireland, says:**

*Inspections of Police Service*

- 8 (1) Before an inspection of the Police Service of Northern Ireland or Police Service of Northern Ireland Reserve is carried out under section 46, the Chief Inspector must inform those of Her Majesty’s Inspectors of Constabulary who have been appointed under section 41(1) of the Police (Northern Ireland) Act 1998 (c. 32) as inspectors of constabulary for Northern Ireland.
- (2) If those inspectors notify the Chief Inspector that they wish to carry out the inspection, the Chief Inspector must delegate its carrying out to them under paragraph 7.
- (3) If those inspectors do not notify the Chief Inspector that they wish to carry out the inspection, the Chief Inspector must, before the inspection or review is carried out, consult the Secretary of State with a view to obtaining his approval of the inspection which it is proposed to carry out.

**The Ministry of Defence Police and Guarding Agency, in the Police Reform Act 2002.**

**80** *Functions of inspectors of constabulary*

Before section 5 of the Ministry of Defence Police Act 1987 (c. 4) there shall be inserted-

**“4B** *Functions of inspectors of constabulary*

(1) The inspectors of constabulary shall inspect, and report to the Secretary of State on, the efficiency and effectiveness of the Ministry of Defence Police.

(2) The Secretary of State may at any time require the inspectors of constabulary to carry out an inspection under this section of the Ministry of Defence Police [Act] and to report to him on that inspection.

(3) A requirement under subsection (2) may include a requirement for the inspection to be confined to a particular part of the Ministry of Defence Police, to particular matters or to particular activities of the Ministry of Defence Police.

(4) The inspectors of constabulary shall carry out such other duties for the purposes of furthering the efficiency and effectiveness of the Ministry of Defence Police as the Secretary of State may from time to time direct.

(5) Before carrying out any inspection by virtue of subsection (1) in Scotland, the inspectors of constabulary shall consult the Scottish inspectors with respect to the scope and conduct of the proposed inspection.

(6) In this section-

“the inspectors of constabulary” means Her Majesty’s Inspectors of Constabulary appointed under section 54 of the Police Act 1996 (c. 16);

“the Scottish inspectors” means the inspectors of constabulary appointed under section 33 of the Police (Scotland) Act 1967 (c. 77).

**4C** *Publication of reports*

(1) Subject to subsection (2) below, the Secretary of State shall arrange for any report received by him under section 4B above to be published in such manner as appears to him to be appropriate.

(2) The Secretary of State may exclude from publication under subsection (1) above any part of a report if, in his opinion, the publication of that part-

- (a) would be against the interests of national security; or
- (b) might jeopardise the safety of any person.

(3) The Secretary of State shall-

- (a) send a copy of the published report to the chief constable of the Ministry of Defence Police; and
- (b) invite the chief constable to submit comments on the published report to the Secretary of State before such date as the Secretary of State may specify.

(4) The Secretary of State shall arrange for-

- (a) any comments submitted by the chief constable in accordance with subsection (3) above, and
- (b) any response that the Secretary of State may prepare to the published report or to any comments submitted by the chief constable,

to be published in such manner as he considers appropriate.”

#### **National Criminal Intelligence Service, in the Police Act 1997.**

**30.** - (1) The Secretary of State may at any time-

- (a) require the inspectors of constabulary appointed under section 54 of the Police Act 1996 to carry out an inspection of NCIS under that section,
- (b) require the inspectors of constabulary appointed under section 33 of the Police (Scotland) Act 1967 to carry out an inspection of NCIS under that section, or
- (c) require the inspectors of constabulary appointed under section 16 of the Police Act (Northern Ireland) 1970 to carry out an inspection of NCIS under that section.

(2) Where a report made to the Secretary of State on an inspection carried out in accordance with this section states-

(a) that, in the opinion of the person making the report, NCIS is not efficient or not effective, or

(b) that in his opinion, unless remedial measures are taken, NCIS will cease to be efficient or will cease to be effective,

the Secretary of State may direct the NCIS Service Authority to take such measures as may be specified in the direction.

#### **The National Crime Squad, in the Police Act 1977.**

75. - (1) The Secretary of State may at any time require the inspectors of constabulary to carry out an inspection of the National Crime Squad under section 54 of the Police Act 1996.

(2) Where a report made to the Secretary of State on an inspection carried out in accordance with this section states-

(a) that, in the opinion of the person making the report, the National Crime Squad is not efficient or not effective, or

(b) that in his opinion, unless remedial measures are taken, the National Crime Squad will cease to be efficient or will cease to be effective,

the Secretary of State may direct the NCS Service Authority to take such measures as may be specified in the direction.

#### **British Transport Police, in the Railways and Transport Safety Act 2003.**

##### *63 Inspection*

(1) Her Majesty's Inspectors of Constabulary shall inspect the Police Force from time to time.

(2) Her Majesty's Inspectors of Constabulary shall also inspect the Police Force if requested by the Secretary of State to inspect the force-

- (a) generally, or
- (b) in respect of a particular matter.

(3) Following an inspection the inspectors shall report to the Secretary of State on the efficiency and effectiveness of the force-

- (a) generally, or
- (b) in the case of an inspection under subsection (2)(b), in respect of the matters to which the inspection related.

(4) A report under subsection (3) must be in such form as the Secretary of State may direct.

(5) Where the Secretary of State receives a report under subsection (3) he shall publish it.

(6) Section 55 of the Police Act 1996 (c. 16) (inspection reports: publication and comment) shall have effect, with any necessary modifications, in relation to a report of an inspection under this section.

(7) The Authority shall pay to the Secretary of State such amounts as the Secretary of State may specify in respect of an inspection carried out under this section.

#### **The Civil Nuclear Constabulary, in the Energy Act 2004.**

##### *62 Inspection*

(1) Her Majesty's Inspectors of Constabulary must inspect the Constabulary from time to time.

(2) Her Majesty's Inspectors of Constabulary must also inspect the Constabulary if requested to do so by the Secretary of State either-

- (a) generally; or
- (b) in respect of a particular matter.

(3) Before carrying out an inspection under this section wholly or partly in Scotland, Her Majesty's Inspectors of Constabulary must consult the Scottish inspectors-

- (a) in the case of any inspection by virtue of subsection (1) or (2)(a), about the scope and conduct in Scotland of the proposed inspection; and
- (b) in any other case, about its conduct in Scotland.

(4) Following an inspection under this section, Her Majesty's Inspectors of Constabulary must report to the Secretary of State on the efficiency and effectiveness of the Constabulary either-

- (a) generally; or
- (b) in the case of an inspection under subsection (2)(b), in respect of the matter to which the inspection related.

(5) A report under subsection (4) must be in such form as the Secretary of State may direct.

(6) The Secretary of State must arrange for every report which he receives under subsection (4) to be published in such manner as appears to him to be appropriate.

(7) The Secretary of State may exclude from publication under subsection (6) any part of a report if, in his opinion, the publication of that part-

- (a) would be against the interests of national security; or
- (b) might jeopardise the safety of any person.

(8) The Secretary of State must send a copy of the published report-

- (a) to the Police Authority; and
- (b) to the chief constable.

(9) The Police Authority must pay to the Secretary of State such amounts as he may determine in respect of an inspection carried out under this section.

(10) The Secretary of State must pay sums received by him under subsection (9) into the Consolidated Fund.

**Serious Organised Crime Agency, in the Serious Organised Crime and Police Act 2005.**

**16 Inspections**

(1) Her Majesty's Inspectors of Constabulary ("HMIC") must inspect SOCA from time to time.

(2) HMIC must also inspect SOCA if requested to do so by the Secretary of State either-

- (a) generally, or
- (b) in respect of a particular matter.

(3) Before requesting an inspection that would fall to be carried out wholly or partly in Scotland, the Secretary of State must consult the Scottish Ministers.

(4) Any inspection under this section must be carried out jointly by HMIC and the Scottish inspectors-

- (a) if it is carried out wholly in Scotland, or
- (b) in a case where it is carried out partly in Scotland, to the extent that it is carried out there.

(5) Following an inspection under this section, HMIC must report to the Secretary of State on the efficiency and effectiveness of SOCA either-

- (a) generally, or
- (b) in the case of an inspection under subsection (2)(b), in respect of the matter to which the inspection related.

(6) A report under subsection (5) must be in such form as the Secretary of State may direct.

(7) The Secretary of State must arrange for every report which he receives under subsection (5) to be published in such manner as he considers appropriate.

(8) The Secretary of State may exclude from publication under subsection (7) any part of a report if, in his opinion, the publication of that part-

- (a) would be against the interests of national security, or
- (b) could prejudice the prevention or detection of crime or the apprehension or prosecution of offenders, or
- (c) might jeopardise the safety of any person.

(9) The Secretary of State must send a copy of the published report-

- (a) to SOCA, and
- (b) if subsection (4) applied to the inspection, to the Scottish Ministers.

(10) SOCA must-

- (a) prepare comments on the published report, and
- (b) arrange for its comments to be published in such manner as it considers appropriate.

(11) SOCA must send a copy of any document published under subsection (10)(b)-

- (a) to the Secretary of State, and
- (b) if subsection (4) applied to the inspection, to the Scottish Ministers.

(12) The inspectors shall carry out such other duties for the purpose of furthering the efficiency and effectiveness of SOCA as the Secretary of State may from time to time direct.

(13) In this section “the Scottish inspectors” means the inspectors of constabulary appointed under section 33(1) of the Police (Scotland) Act 1967 (c. 77).

**HM Revenue and Customs, in the Commissioners for Revenue and Customs Act 2005.**

*27 Inspection*

(1) The Treasury may make regulations conferring functions on Her Majesty's Inspectors of Constabulary, the Scottish inspectors or the Northern Ireland inspectors in relation to-

- (a) the Commissioners for Her Majesty's Revenue and Customs, and
- (b) officers of Revenue and Customs.

(2) Regulations under subsection (1)-

(a) may-

(i) in relation to Her Majesty's Inspectors of Constabulary, apply (with or without modification) or make provision similar to any provision of sections 54 to 56 of the Police Act 1996 (c. 16) (inspection);

(ii) in relation to the Scottish inspectors, apply (with or without modification) or make provision similar to any provision of section 33 or 34 of the Police (Scotland) Act 1967 (c. 77) (inspection);

(iii) in relation to the Northern Ireland inspectors, apply (with or without modification) or make provision similar to any provision of section 41 or 42 of the Police (Northern Ireland) Act 1998 (c. 32) (inspection);

(b) may enable a Minister of the Crown or the Commissioners to require an inspection to be carried out;

(c) shall provide for a report of an inspection to be made and, subject to any exceptions required or permitted by the regulations, published;

(d) shall provide for an annual report by Her Majesty's Inspectors of Constabulary;

(e) may make provision for payment by the Commissioners to or in respect of Her Majesty's Inspectors of Constabulary, the Scottish inspectors or the Northern Ireland inspectors.

(3) An inspection carried out by virtue of this section may not address a matter of a kind which the Comptroller and Auditor General may examine under section 6 of the National Audit Act 1983 (c. 44).

(4) An inspection carried out by virtue of this section shall be carried out jointly by Her Majesty's Inspectors of Constabulary and the Scottish inspectors-

- (a) if it is carried out wholly in Scotland, or
- (b) in a case where it is carried out partly in Scotland, to the extent that it is carried out there.

(5) Regulations under subsection (1)-

- (a) shall be made by statutory instrument, and
- (b) shall be subject to annulment in pursuance of a resolution of either House of Parliament.

(6) In this section-

- (a) "the Scottish inspectors" means the inspectors of constabulary appointed under section 33(1) of the Police (Scotland) Act 1967, and
- (b) "the Northern Ireland inspectors" means the inspectors of constabulary appointed under section 41(1) of the Police (Northern Ireland) Act 1998.

#### **The Revenue and Customs (Inspections) Regulations 2005.**

The Treasury, in exercise of the powers conferred on them by sections 27(1) and (2) of the Commissioners for Revenue and Customs Act 2005, hereby make the following Regulations:

##### *Citation and commencement*

1. These Regulations may be cited as the Revenue and Customs (Inspections) Regulations 2005 and shall come into force on 29th April 2005.

### *Interpretation*

#### 2. - (1) In these Regulations-

“the Act” means the Commissioners for Revenue and Customs Act 2005;

“appropriate inspectors” means in relation to-

- (a) an inspection in England and Wales, the inspectors of constabulary,
- (b) an inspection in Scotland, the inspectors of constabulary and the Scottish inspectors acting jointly,
- (c) an inspection in Northern Ireland, the Northern Ireland inspectors;

“Chairman” means the Commissioner for the time being designated as chairman of Her Majesty’s Revenue and Customs in Letters Patent under section 1(1) of the Act;

“civil penalty” means any penalty for which the Commissioners have power under any enactment to make an assessment or a demand;

“Commissioners” means the Commissioners for Revenue and Customs;

“criminal investigation” means any investigation for the purpose of considering whether an offence has been committed or discovering by whom an offence has been committed;

“Director” means the Director of Revenue and Customs Prosecutions;

“inspectors of constabulary” means Her Majesty’s Inspectors of Constabulary;

“officer” means an officer of Revenue and Customs;

“revenue” has the meaning given by section 5(4) of the Act;

“risk” means the likelihood of an officer or the Commissioners doing or omitting to do something which affects-

- (a) the prevention, detection or investigation of an offence by an officer or the Commissioners,
- (b) any criminal proceedings in England and Wales conducted by the Director,

- (c) any criminal proceedings conducted in Scotland under the direction of the Lord Advocate or a procurator fiscal, or
- (d) any criminal proceedings conducted in Northern Ireland by the Commissioners or the Director of Public Prosecutions for Northern Ireland,

and the possible effect of such an act or omission on the prevention, detection or investigation of that offence or those proceedings.

(2) A reference to the Scottish inspectors or to the Northern Ireland inspectors has the same meaning as in section 27(6) of the Act.

*Inspection Functions: England and Wales*

3. - (1) The inspectors of constabulary may carry out inspections in England and Wales for the purpose of assessing the effectiveness of the following conduct-

- (a) any acts or omissions of an officer or the Commissioners in connection with the prevention, detection or investigation of an offence by him or them, or
- (b) any acts or omissions of an officer or the Commissioners in connection with criminal proceedings conducted by the Director.

(2) The inspectors of constabulary may carry out inspections in England and Wales to assess the effectiveness of any matter described in regulation 6.

(3) The inspectors of constabulary may exercise the powers under this regulation on their own initiative or at the request of the Chancellor of the Exchequer or the Commissioners but the Chancellor of the Exchequer may not make a request to carry out an inspection in relation to a particular person.

(4) The chief inspector of constabulary may include in his report under section 54(4) of the Police Act 1996 (annual reports) a report on the Commissioners and officers.

*Inspection Functions: Scotland*

4. - (1) The inspectors of constabulary and the Scottish inspectors may jointly carry out inspections in Scotland for the purpose of assessing the effectiveness of the following conduct-

- (a) any acts or omissions of an officer or the Commissioners in connection with the prevention, detection or investigation of an offence by him or them, or
- (b) any acts or omissions of an officer or the Commissioners in connection with criminal proceedings conducted under the direction of the Lord Advocate or a procurator fiscal.

(2) The inspectors of constabulary and the Scottish inspectors may jointly carry out inspections in Scotland to assess the effectiveness of any matter described in regulation 6.

(3) The inspectors of constabulary and the Scottish inspectors may jointly exercise the powers under this regulation on their own initiative or at the request of the Chancellor of the Exchequer or the Commissioners but the Chancellor of the Exchequer may not make a request to carry out an inspection in relation to a particular person.

*Inspection Functions: Northern Ireland*

5. - (1) The Northern Ireland inspectors may carry out inspections in Northern Ireland for the purpose of assessing the effectiveness of the following conduct-

- (a) any acts or omissions of an officer or the Commissioners in connection with the prevention, detection or investigation of an offence by him or them, or
- (b) any acts or omissions of an officer or the Commissioners in connection with criminal proceedings conducted in Northern Ireland by the Commissioners or the Director of Public Prosecutions for Northern Ireland.

(2) The Northern Ireland inspectors may carry out inspections in Northern Ireland to assess the effectiveness of any of the matters described in regulation 6.

(3) The Northern Ireland inspectors may exercise the powers under this regulation on their own initiative or at the request of the Chancellor of the Exchequer or the Commissioners but the Chancellor of the Exchequer may not make a request to carry out an inspection in relation to a particular person.

*Inspection of means of dealing with risks*

6. The matters to which regulations 3(2), 4(2) and 5(2) apply are-

- (a) any method devised by or for Her Majesty's Revenue and Customs for identifying and dealing with a risk;
- (b) any measures devised by or for Her Majesty's Revenue and Customs for assuring that an officer or the Commissioners are properly applying that method, and
- (c) the operation of any such method or measures by an officer or the Commissioners.

*Access*

7. - (1) This regulation applies to an inspection carried out under regulation 3, 4 or 5.

(2) For the purposes of an inspection the Commissioners shall provide to the appropriate inspectors such of the following as are reasonably required by the appropriate inspectors-

- (a) access to any premises belonging to the Commissioners;
- (b) access to any system operated by or on behalf of the Commissioners for storing and retrieving information electronically;
- (c) any information or documents held by the Commissioners.

(3) For the purposes of an inspection an officer shall provide to the appropriate inspectors such information or documents held by him as are reasonably required by the inspectors.

*Inspections of guidance*

8. The appropriate inspectors may, if the Chancellor of the Exchequer or the Commissioners request them to do so, carry out an inspection of-

- (a) the operation of any guidance issued by the Commissioners to officers for assessing or demanding a civil penalty instead of carrying out a criminal investigation into any matter or vice versa, or
- (b) the operation of any guidance issued by the Commissioners for using other powers to secure any revenue, for the collection and management of which the Commissioners are responsible, instead of assessing or demanding a civil penalty or carrying out a criminal investigation.

*Reports*

9. - (1) Where-

- (a) the inspectors of constabulary carry out an inspection under regulation 3 or 8,
- (b) the inspectors of constabulary and the Scottish inspectors jointly carry out an inspection under regulation 4 or 8, or
- (c) the Northern Ireland inspectors carry out an inspection under regulation 5 or 8,

they shall provide a report of the inspection to the Chancellor of the Exchequer.

(2) Subject to paragraph (3), the Chancellor of the Exchequer shall arrange for any report received by him to be published.

(3) The Chancellor of the Exchequer may exclude from publication under paragraph (2) any part of a report if, in his opinion, the publication of that part-

- (a) would be against the interests of national security;
- (b) might jeopardise the safety of any person;
- (c) would contravene section 29(2) of the Act, or
- (d) might prejudice the prevention or detection of crime or the apprehension or prosecution of offenders.

(4) The Chancellor of the Exchequer shall send a copy of the published report to the Chairman.

(5) The Commissioners shall-

- (a) prepare comments on the published report;
- (b) send a copy of the comments to the Chancellor of the Exchequer before such date as may be specified by him;
- (c) publish the comments in such manner as appears to the Commissioners to be appropriate.

(6) Where the inspectors of constabulary and the Scottish inspectors provide a report of an inspection to the Chancellor of the Exchequer he shall send a copy of the published report to the Scottish Ministers.

*Appointment of assistant inspectors and staff officers*

**10.** - (1) Section 56 of the Police Act 1996 (appointment of assistant inspectors and staff officers) shall have effect subject to the following modifications-

- (a) in section 56(1) after “constabulary” insert “for the purpose of carrying out functions under the Revenue and Customs (Inspections) Regulations 2005”, and
- (b) in section 56(2) for “Members of a police force” substitute “Officers of Revenue and Customs”.

(2) Section 34 of the Police (Scotland) Act 1967 (appointment of assistant inspectors and staff officers) shall have effect subject to the following modifications-

(a) in section 34(1) after “constabulary” insert “for the purpose of carrying out functions under the Revenue and Customs (Inspections) Regulations 2005”, and

(b) in section 34(1A) for “Constables” substitute “Officers of Revenue and Customs”.

*Payment*

11. - (1) The Commissioners shall pay to the inspectors of constabulary, for functions carried out by those inspectors under these Regulations, such amount as may be agreed between the Commissioners and those inspectors or, in the absence of an agreement, such amount as the Treasury, after consultation with the Secretary of State, may determine.

(2) The Commissioners shall pay to the inspectors of constabulary and the Scottish inspectors, for functions carried out jointly by those inspectors under these Regulations, such amount as may be agreed between the Commissioners and those inspectors or, in the absence of an agreement, such amount as the Treasury, after consultation with the Secretary of State and Scottish Ministers, may determine.

(3) The Commissioners shall pay to the Northern Ireland inspectors for functions carried out by those inspectors under these Regulations such amount as may be agreed between the Commissioners and those inspectors or, in the absence of an agreement, such amount as the Treasury, after consultation with the Secretary of State, may determine.

*Explanatory note*

*(This note is not part of the Regulations)*

These Regulations confer functions on inspectors of constabulary for England and Wales, Scotland, and Northern Ireland in relation to Her Majesty's Revenue and Customs. The Regulations define the scope of, and the arrangements for, inspections of Her Majesty's Revenue and Customs.

Regulation 3(1) enables Her Majesty's Inspectors of Constabulary to carry out inspections in England and Wales into the effectiveness of the actions of an officer or the Commissioners in relation to the prevention, detection or investigation of any offence, or any subsequent criminal proceedings conducted by the Director of Revenue and Customs Prosecutions.

Regulation 3(2), read with regulation 6, provides for inspections of the methods by which Her Majesty's Revenue and Customs identify and manage risks in relation to its law enforcement activities. Regulation 3(3) sets out the circumstances in which an inspection may be carried out.

Regulation 3(4) enables the chief inspector of constabulary to include in his annual report a report in respect of Her Majesty's Revenue and Customs.

Regulations 4 and 5 make provision similar to regulation 3 for Scotland and Northern Ireland respectively but make no provision similar to regulation 3(4). Regulation 7 requires the Commissioners to provide the inspectors with reasonable access to enable them to carry out their inspections.

Regulation 8 provides for inspection of the operation of guidance issued by the Commissioners to their officers about alternatives to criminal investigations or levying civil penalties. Inspections may only be undertaken at the request of the Chancellor of the Exchequer or the Commissioners.

Regulation 9 creates a scheme for publishing reports of inspections and a procedure for responding to reports.

The effect of regulation 10 is to enable officers of Revenue and Customs to be appointed as assistant inspectors and staff officers to carry out inspections of Her Majesty's Revenue and Customs in England and Wales and in Scotland.

Regulation 11 requires the Commissioners to pay for functions undertaken by inspectors of constabulary under these Regulations.

A full regulatory impact assessment has not been produced for this instrument, as it has no impact on the costs of businesses, charities or voluntary bodies.

## Part Six: The Funding of HMIC

### Our resources

The resources for HMIC are provided directly by central Government through the Crime Reduction and Community Safety Group of the Home Office. Each year HMIC receives resources from two separate allocations. Day-to-day running costs (including income) are the subject of a specific funding allocation while capital expenditure is accounted for separately.

During 2004–2005 HMIC's running costs resource consumption totalled £9.90m. This excluded the value of staff provided free of charge by forces and income of £0.42m. Figure i indicates how the resources were applied.

It can be seen from the Figure that the majority of our costs relate to seconded police officers and Home Office staff (HM Inspectors, non-police Assistant Inspectors, specialist support and administration staff). A key feature of the way HMIC undertakes inspections is through the use of police secondments. For many officers a secondment to HMIC is seen as an essential part of their career development.

For resource management HMIC is considered to be part of the Home Office and must follow their accounting and budgeting arrangements. Therefore some costs such as HQ accommodation, corporate IT and central services costs are not charged, and do not appear as costs to HMIC.

Police authorities and forces in England and Wales which are funded by the Home Office are not charged for any inspections. External income is generated from the inspection of non-Home Office forces both within the UK and abroad. 2004–2005 was a typical year for these inspections, largely carried out by invitation, and generated income of £0.2m. In addition, the provision of data quality audits on behalf of the Police Standards Unit of the Home Office produced income of a further £0.2m.

Capital expenditure in 2004–2005 amounted to £0.57m. This related mainly to office refurbishment work and investment in knowledge management computer software.

Comparisons with other inspectorates indicate (even allowing for central costs within the Home Office not charged to individual units) that HMIC is cost effective, with overall running costs of less than 1% of the net revenue expenditure for all police authorities and forces.

### **How we use our resources**

Since April 2002, HMIC has operated an activity recording system to measure how all our resources are applied and to cost all inspection activities.

Figure ii indicates how HMIC used its resources in 2004–2005. The Figure illustrates that HMIC undertakes a wide range of functions including professional policing advice to the Home Office, senior appointments and the annual appraisals of chief constables.

In 2004–2005, the cost of policing in England, Wales and Northern Ireland (including the 43 local police forces/authorities and the non-departmental public bodies such as NCIS, NCS and BTP) was £11bn. The overall cost of HMIC (including all its activities) is only 0.09% of the cost of policing. Inspection and assessment activity cost less than the equivalent of two full-time employees per force, on average.

The actual deployment of resources reflected HMIC's statutory responsibilities and our business plan for 2004–2005 which focused on a balance between thematic inspections, force inspections and Baseline Assessment, Best Value Review inspections and the programme of inspecting all Basic Command Units. In addition, the Figure also demonstrates the resources applied to activities which are a specific responsibility of HMIC – to provide professional policing advice to the Home Office and to support the process of appointing senior officers in the Service.

Figure i – HMIC expenditure 2004–2005

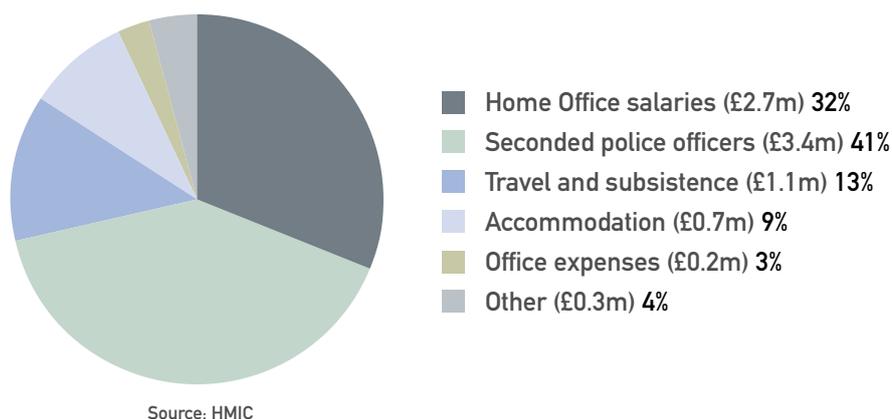


Figure ii – How HMIC used its resources

	2004–2005		2003–2004	
	£000		£000	
Force inspections (including specialist)	3,689	37.3%	3,293	37.7%
BCU inspections	1,364	13.8%	1,076	12.3%
Thematic inspections	1,466	14.8%	1,826	20.9%
Best Value inspections	599	6.1%	622	7.1%
Advice to authorities and forces	468	4.8%	415	4.8%
Senior appointments	360	3.7%	363	4.2%
Data quality audits for PSU	382	3.9%	0	–
Chief constables – annual PDR	152	1.6%	76	0.9%
Police support to Home Office, advice to Ministers, etc	1,035	10.5%	786	9.0%
Efficiency plans inspections	245	2.5%	164	1.9%
Working for other inspectorates	134	1.4%	68	0.8%
Other	10	0.1%	42	0.5%
<b>Total</b>	<b>9,904</b>	<b>100.0%</b>	<b>8,737</b>	<b>100.0%</b>

Note: In accordance with good practice, Fig ii includes the cost of staff such as seconded police officers who have been provided by forces without charge. The estimated value of these “free” officers in 2004–2005 is £300,000. Source: HMIC.

## Part Seven: Our contact details

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#### **HM Chief Inspector of Constabulary: Sir Ronnie Flanagan, GBE, MA**

*Senior Personal Secretary:* Valerie Wetherall. Ext 2001.

*Staff Officer:* Chief Superintendent Ian Quinton. Ext 2174.

*Head of Strategic Planning & Performance:* Stephen Wells. Ext 2022.

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#### **Assistant Inspector of Constabulary: Huw Jones, MA, Chartered FCIPD, FRSA.** Ext 2172.

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*Areas of Responsibility:* Crime & Kindred Matters, Operational Policing Support Services, Terrorism and Forensic and International Affairs.

*General Enquiries:* Inspection Support Manager. Ext 2011.

#### **Assistant Inspector of Constabulary: Peter Todd, QPM, MSc.** Ext 2009.

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Police Negotiating Board, Police Advisory Board for England and Wales.

*Forces inspected:* Centrex and all forces for personnel, training and diversity issues.

**Assistant Inspector of Constabulary: Everett Henry. Ext 2181.**

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*Personal Secretary:* Janet Cowl. Ext 2020.

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**Central Region**

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Lincolnshire, Norfolk, Northamptonshire, North Wales, Nottinghamshire,  
South Wales, Staffordshire, Suffolk, Warwickshire, West Mercia, West Midlands.

## South Region

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*Forces inspected:* Avon & Somerset, Bedfordshire, Devon & Cornwall, Dorset, Essex, Gloucestershire, Hampshire, Hertfordshire, Kent, Surrey, Sussex, Thames Valley, Wiltshire, Civil Nuclear Constabulary and the Ministry of Defence Police and Guarding Agency.

## National

### **Denis O'Connor, CBE, QPM**

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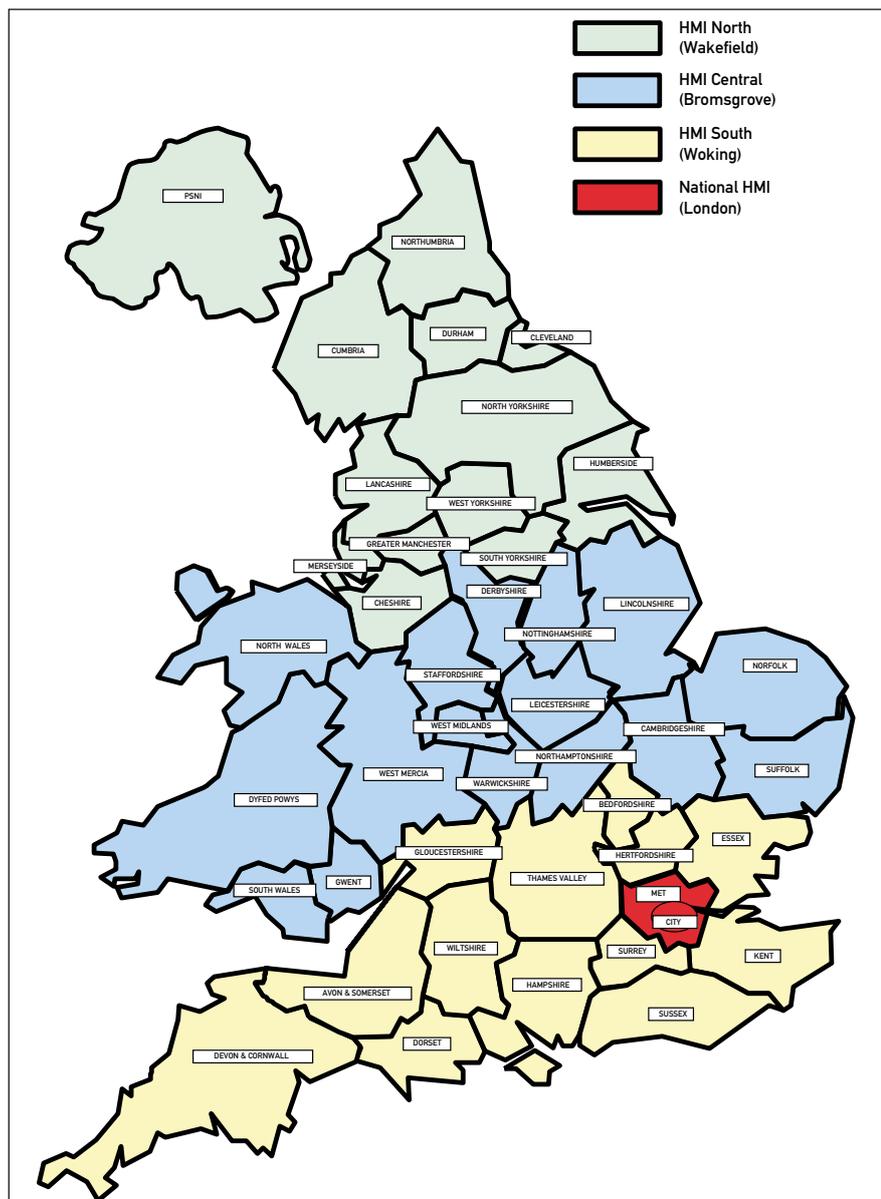
General Office Tel: 020 7035 5187. Fax: 020 7035 5184.

*Assistant Inspector of Constabulary:* Victor Towell. Tel: 020 7035 5115.

*Senior Personal Secretary:* Coral Brown. Tel: 020 7035 5713.

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## New regional structure



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