






Scrutiny Plan 2022 - 2025

April 2022



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Foreword

Welcome to our scrutiny plan for 2022-2025, which sets out how HM Inspectorate of Constabulary in Scotland (HMICS) will meet its statutory obligation to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA). It is published in terms of Section 75 of the Police and Fire Reform (Scotland) Act 2012 and sets out our inspection priorities for the period April 2022 to March 2025.

This scrutiny plan has been developed at a time of change for HMICS with the preparatory work being led by Gill Imery, QPM as HMCICS and the plan being published and taken forward by myself. This plan is endorsed and approved by both and has been subject of significant consultation and discussion with key stakeholders and partners.

This is the first time we have published a three year plan, with previous scrutiny plans covering a period of 12 months. This will ensure Police Scotland and the SPA have more time to plan and prepare for our inspections. We will also be introducing an element of self-evaluation prior to inspections to encourage continuous improvement and enable our inspection to add more value.

In preparation of this plan we conducted an extensive consultation with members of the public and key stakeholders which included:

-  an online public survey of 200 responses (83% of respondents identified themselves as officers or members of staff with either Police Scotland or SPA; 7.1% as stakeholders and 7.6% as members of the public)
-  interviews of over 60 key members of staff in Police Scotland and the SPA;
-  facilitating focus groups consisting of operational officers which ensured the capture of a wide range of views from across the country; and
-  directly contacting key bodies and partners agencies to encourage participation in our consultation process.



In arriving at decisions about inspection priorities for 2022-2025, I have taken account of oversight being provided by others and endeavoured to minimise the burden placed on Police Scotland, the Scottish Police Authority and other bodies involved in the areas being inspected.

The specific reviews which HMICS will undertake during this period are described in detail in the plan and comprise a combination of Thematic, Audit and Assurance and Collaborative reviews.

I would like to express my thanks to all who took the time to participate in our consultation process. We have tried to cover as many of the areas suggested within our plan, however given the resources available we are limited in what we can include. Any areas not included will be revisited during future reviews of this plan to assess if the level of risk has changed and if so what is the best route to assess and inspect around this area. We will also discuss relevant areas from the consultation that are not covered in our plan with Police Scotland and the SPA, allowing them to consider if internal assurance is in place or if additional scrutiny is necessary or would be of benefit.

To ensure transparency, we will publish this plan on our website and make it directly accessible to those whom we consider likely to have an interest in it. The plan will be subject of at least an annual review and will be flexible to adapt to emerging issues or to include inspections at the direction of Scottish Ministers. Any revisions to the plan will also be published.

Our inspection reports will be published and laid before the Scottish Parliament, as required.



I am delighted to present this scrutiny plan and wish to pay tribute to my predecessor Gill Imery for the strong work she has led to seek to improve policing in Scotland, consulting widely to understand the needs of the public, our communities, the workforce and leadership of the service in Scotland. The relationships and partnerships that she has developed and maintained are testament to both her credibility as a senior leader but also her independence and integrity. I wish to formally record my thanks for her sterling efforts as both Chief and Assistant Inspector of Constabulary and for her policing career, a total of over 35 years of public service.

Craig Naylor
HM Chief Inspector of Constabulary in Scotland



Our purpose

HM Inspectorate of Constabulary in Scotland (HMICS) has a statutory role, which was reaffirmed in the Police and Fire Reform (Scotland) Act 2012. We have wide ranging powers to look into the 'state, efficiency and effectiveness' of both Police Scotland and the SPA. We have a statutory duty to inquire into how the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. We also have an established role providing professional advice and guidance on policing in Scotland.

Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions. The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions and must comply with any reasonable request that we make. When we publish a report, the SPA and the Chief Constable must consider what we have found and take such measures, if any, as they see fit.¹ Where we make recommendations, we will follow them up and report publicly on progress.

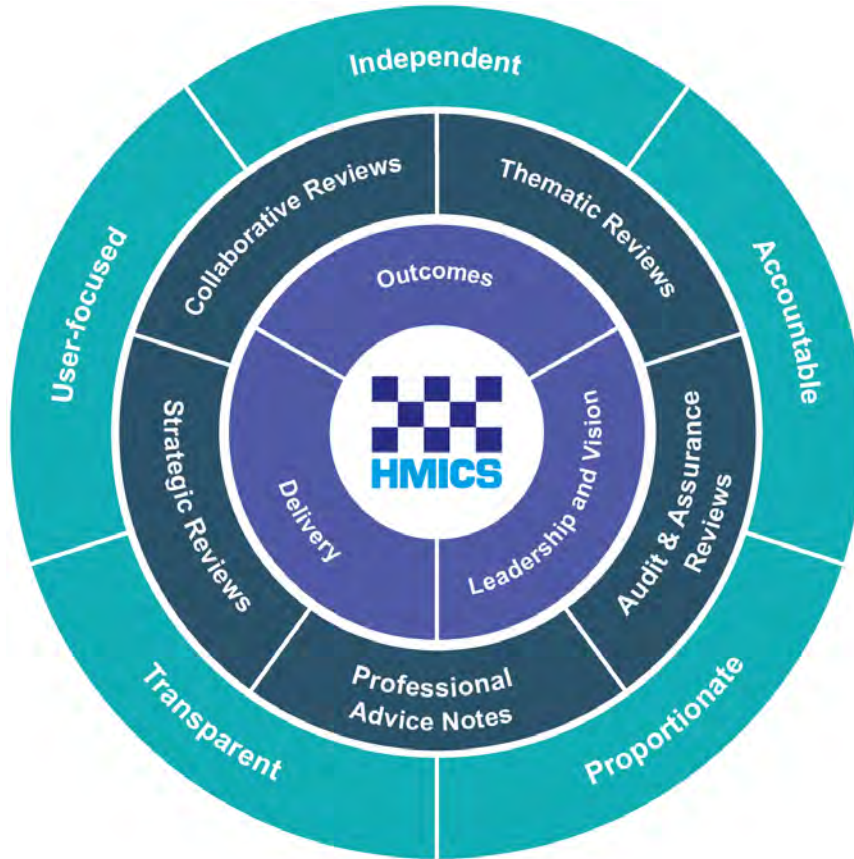
We work with other inspectorates and agencies across the public sector to share specific expertise or jointly examine areas where Police Scotland work in partnership with other agencies and contribute to shared outcomes. We co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.

We aim to add value and strengthen public confidence in Scottish policing through independent scrutiny and objective, evidence-led reporting about what we find. Where relevant, we will make recommendations to Police Scotland and the SPA to improve policing. We will also identify good practice that can be rolled out across Scotland.

¹ [Police and Fire Reform \(Scotland\) Act 2012, Sections 74, 76, 77 and 80](#)



HMICS Framework



The above diagram shows our new framework and the types of inspection and reviews that we conduct. All of our work is underpinned by our values.



Our values

As a values-led organisation, we will conduct our activities in a way that is:



INDEPENDENT

We will always act independently and publish impartial and objective reports. Our professional advice will be informed and unbiased. HM Chief Inspector of Constabulary in Scotland is appointed under Royal Warrant and is independent of the Scottish Government, Police Scotland and the SPA.



ACCOUNTABLE

We will be accountable for what we do and will justify our actions and reports by evidence. We will publish our statutory reports to the Scottish Parliament and submit ourselves to whatever scrutiny is appropriate to our function.



PROPORTIONATE

We will ensure our scrutiny is proportionate and that we only inspect what is necessary to achieve our statutory purpose. We will minimise the burden on those we inspect and focus our activities through informed risk assessment to ensure what we do is effective and efficient.



TRANSPARENT

We will be open about what we do and give reasons for our decisions. We will publish our reports and restrict information only when the wider public interest clearly demands it.



USER-FOCUSSED

We will align our scrutiny to the needs of service users and co-operate with other scrutiny authorities. We will meet our responsibilities under the Public Services Reform (Scotland) Act 2010, by continuously improving our user-focus in the design and operation of our functions. We will promote equality and respect for diversity in everything we do. Within all our inspections and reviews, we will give consideration to inequality and, where identified, make recommendations to improve experiences for service users and in support of the public-sector equality duties.



Our approach to scrutiny

Our **scrutiny plan** outlines our priorities and scrutiny activities for the **2022-2025** period. The plan was developed following an online public survey, discussion with other scrutiny bodies, targeted stakeholder engagement and environment scanning. This provided us with a wide range of subject areas to consider for inclusion in this plan. More information on our scrutiny planning process can be found in [Appendix 2](#).

This is the first time that we have published a 3-year scrutiny plan. It is designed to allow better future planning, providing Police Scotland and the SPA with the opportunity to prepare for an inspection and conduct a self-evaluation, whilst encouraging ongoing continuous improvement of the service for the benefit of the public. This will also allow our inspections to be more focussed, ensuring best value and limiting the burden on policing.

We will keep this plan under continuous review and make changes as we determine necessary to enable us to both respond to risk and discharge our statutory obligations.

Our scrutiny model takes account of Audit Scotland's National Scrutiny Plan.

Our approach to inspection is supported by our Inspection Framework, which provides structure to our activities and ensures transparency, consistency and objectivity across our assessments of policing in Scotland.

Our Inspection Framework has been developed using the [EFQM Excellence Model](#) with an increasing focus on the management of change. The model has been adapted to provide a high level scrutiny framework suitable for the scrutiny of elements of policing or its governance. It forms the basis of all of our scrutiny activity and is sufficiently flexible to be adapted to enable the development of bespoke key lines of enquiry that reflect the purpose of the work to be undertaken.



HMICS Improvement Project

HMICS has been undertaking an improvement project over the past 6 months, reviewing our methodologies and framework as part of our ethos for continuous improvement. We have recently published our new [corporate plan](#), which reflects a number of these changes. To reflect the changes in the new EFQM framework, launched in late 2019, our new scrutiny framework moves from the six previous themes to three and will focus our scrutiny on service delivery. The new themes are:

- Outcomes
- Delivery
- Leadership and Vision

Work on our HMICS improvement project will continue in the coming months, aiming to increase our focus on service users' views, experiences and their engagement in influencing services as well as those of officers, staff and other key stakeholders.





Our framework



OUTCOMES

We will assess the overall performance of the organisation or service in relation to its purpose, vision, strategy and perceptions of its stakeholders (both current and past). We look at success in delivering demonstrable, high-quality and improved outcomes for service users, communities and the public in general.

We also look at how an organisation or service area's strategic priorities, aims and objectives have been achieved, including those that are locally or nationally determined.



DELIVERY

This theme now encompasses much of our previous framework themes of planning and process, resources, people and partnerships. We will assess how the organisation or service builds sustainable relationships with key stakeholder groups, which will include service users, officers and staff, governance bodies, partners and suppliers, business and wider society. We will assess how the organisation attracts, engages, develops and retains both officers and staff. HMICS has a particular interest in the welfare and wellbeing of officers and staff and will use the [Mental Health at Work \(MHAW\) Commitment for the emergency services](#) as a basis for assessing specific progress in relevant areas of inspection. The theme also considers how relationships are built and maintained to ensure support for creating sustainable value. The concept of wider social wellbeing and the contribution made by the organisation is also included.

The theme now encompasses the concept of ***creating sustainable value***.

Sustainable value also includes expectations of environmental sustainability and associated strategy and delivery.



The theme examines driving performance and transformation, the first with a focus on successfully managing delivery of current business operations, and the second managing the constant internal and external change to the organisation that need to be addressed in parallel if it is to remain successful. In combining the assessment of these aspects, the theme maintains a focus on the necessity for the organisation to deliver for today while preparing for the future.



This theme examines the purpose of the organisation, why its work is important and considers how it creates and delivers sustained value for its stakeholders. We will assess organisational vision and what it is attempting to achieve in the long-term, through the choices it has made for current and future courses of action. It also considers the fundamental purpose of the organisation in the context of its strategy and how it plans to achieve its strategic priorities and move closer to its vision.

This theme also looks at how well the organisation identifies and understands its stakeholders needs, the wider context within which it operates, and its own capabilities, major challenges and opportunities. As with our previous framework, there is a strong focus on implementing effective governance and performance arrangements to support delivery of the purpose, vision and strategy.

This theme examines how well the service or organisation is led. It also considers organisational culture and values and how well leaders steer and nurture these. We will consider how leaders create the conditions for realising change, enable creativity and innovation, and ensure that the organisation unites behind, and engages in its purpose, vision and strategy.

More information on our Framework is available within our [corporate plan](#).



Thematic Reviews

Thematic reviews allow us to focus on significant policing issues and to assess how these are being addressed in different areas of the country. We will capture innovation and good practice, and where relevant we will make recommendations that drive improvement. Our planned reviews for 2022-2025 are:

Domestic Abuse – Phase 1 and 2

The police response to domestic abuse continues to evolve alongside legislation prevention and intervention tactics and partnership working. It remains a priority area for policing and can have profound long lasting effects on victims and their families. We set out to conduct a review of the policing response to domestic abuse in our [scrutiny plan for 2021-2022](#). This work has already begun with our first report due to be published early in this scrutiny period. Throughout the course of the scrutiny period, we plan to conduct further reviews on domestic abuse as part of a phased approach. Along with domestic abuse practices and support available to victims, we will also look at conduct within the police, linking this to concerns about misogyny. We also hope to inspect the links between Police Scotland's approaches and the criminal justice system in a joint inspection with assistance from HM Inspectorate of Prosecutions (see collaborative reviews section).

Servicing Mental Health Demand

This was the area discussed most by officers and staff who took part in our consultation. There was a feeling that demand for policing has shifted significantly over recent years and that more incidents relate to mental health than crime. We will seek to examine this position and to use benchmarking with other services to establish options for alternative approaches. We will seek to examine the role that policing has in responding to mental health related incidents as well as where other services may be more equipped to provide the appropriate level of support to the public. We will also look at preventative approaches and the support available from partner organisations, to identify alternatives that will offer the best possible outcomes for the public.



Organisational Culture

Many aspects related to culture were mentioned during our consultation. Recent incidents and media reporting in Scotland and elsewhere in the UK have driven this to be an area of significant public interest, with concerns expressed about potential misogynistic behaviour and attitudes towards equality and diversity. Our inspection will follow-up on work conducted in our Training and Development Phase 2 inspection, which had a specific focus on diversity. We will examine whether Police Scotland has a healthy organisational culture and ethical framework, along with whether the appropriate values and behaviours are consistently lived across the organisation.

Public Contact and Engagement

C3 Division has been subject of significant scrutiny from HMICS previously. However, as a division which is a critical operational area of police Scotland and is the first point of contact for most requests for police assistance made by the public and other agencies, it is important that the focus on this area of policing continues. Police Scotland launched a [Public Contact and Engagement Strategy](#) in 2020. This strategy aspires to develop multi-channel contact and engagement, establishing the options the public expects and needs, supported by flexible and relevant policing services. The Modernised Contact and Engagement (MCE) Programme was established in June 2021 to deliver the change necessary to achieve the aims of this strategy. With this programme, C3 Division continues to undergo significant change, both in terms of structure, operating systems and procedures. This review will seek to follow-on from previous reviews and provide assurance on whether the processes and procedures in place are working effectively and efficiently.



Operational Support Division (OSD)

Operational Support Division (OSD) is a national division within Police Scotland that provides a number of different specialist services across the country. A review will seek to explore equal access to these services across the country. Our inspection will take a phased approach to focus on the three specific areas of OSD highlighted within our consultation:

- Air Support - with the introduction of emerging technologies, such as remotely piloted aircraft systems (drones), HMICS will seek to examine how Police Scotland are making best use of their air support capability and whether assets are being used and deployed in an ethical and safe manner.
- Road Policing – the Scottish Government have set ambitious targets in relation to casualty reduction on our roads and HMICS will seek to examine how both enforcement and preventative approaches are being best used to contribute towards these targets.
- Armed policing – HMICS is aware that the Chief Constable has recently commissioned the Police Service of Northern Ireland (PSNI) to conduct a review of culture and practices within Armed Policing. Towards the end of our scrutiny period, we will seek to revisit this department to assess and provide assurance around any changes brought in following this review.

People and Development Processes

A significant area of interest in our consultation was around HR practices and processes, and in particular those relating to officers on restricted duties and ill health retirement. HMICS will seek to examine how these processes are used to ensure Police Scotland gets the most from its staff and continues to operate in an efficient manner, whilst maintaining fairness and equality for all. Our inspection will also focus on how these processes are implemented by supervisors and first line managers. Due to current work ongoing in these areas within Police Scotland, this review will take place towards the end of our scrutiny planning period.



Audit and assurance reviews

Our Audit and Assurance reviews allow for more detailed scrutiny where there is a specific need to audit critical systems, ensure accurate and ethical recording or provide independent assurance in high risk areas. Our planned Audit and Assurance reviews for 2022-2025 are:

Contact Assessment Model (CAM)

This inspection featured on our previous scrutiny plan and is already underway. It is due to publish early in the scrutiny period. In 2019 Police Scotland began phase 1 of its implementation of the Contact Assessment Model (CAM), a new means of managing requests for police assistance made by the public and other agencies. In October 2019 HMICS undertook a [Review of the early implementation of the CAM](#) across pilot areas. As part of the response to COVID-19, Police Scotland accelerated the national roll out of CAM in order to manage its deployment of resources. This review will focus on the working practices that have been introduced during this time, and include an assessment of the efficiency and effectiveness of these measures.

Strategic Workforce Planning (SWP)

This inspection featured on our previous scrutiny plan and is already underway, due to be published early in the scrutiny period. It follows on from previous assurance activity, monitoring [Police Scotland's approach to Demand Analysis and Management](#). It is clear that today's environment of rapid change and uncertainty increases the pressure on Police Scotland to ensure it has the required people and skills to support changing business and operational priorities. Strategic workforce planning enables the organisation to identify roles and skills associated with future demands and challenges, ensuring sustainable service delivery. Our review aims to assess the state, efficiency and effectiveness of the strategic workforce planning process within Police Scotland.



Strategy and Performance

HMICS had previously committed to a third in our phased series of assurance reviews around achieving a sustainable policing model. Police Scotland's approach to demand and productivity, operational capacity and workforce planning have already been considered in our [Assurance review of Police Scotland demand analysis and management](#) and Strategic Workforce Planning reviews, as mentioned above. This review will also follow up on our findings and recommendations from the previous [Thematic Review of the Annual Police Plan](#) (December 2018) and will consider the strategic planning, tasking and co-ordination processes; how Police Scotland measure, record and manage performance; and whether their approach is outcomes based.

Conduct

How Police Scotland and the SPA deal with misconduct is an area of significant public interest, particularly in light of recent incidents across the UK and media reporting. It was also an area that was highlighted in the recent report by Dame Elish Angiolini on [Police complaints handling, investigations and misconduct issues](#). HMICS will seek to examine how misconduct is dealt with by the organisation, whilst also looking at preventative approaches and how Police Scotland seek to ensure appropriate behaviours by all members of staff, which is vital for public confidence.

Probationer Training

The training received by probationers at the beginning of their career with Police Scotland will shape both their own careers but ultimately the culture and professionalism of the service as a whole over time. Following on from our previous Training and Development [Phase 1](#) and [Phase 2](#) inspections, this review aims to focus on Probationer Training, both in their initial stages at the Scottish Police College and then throughout their two year probationary period.



Missing Persons

Missing persons investigations was a significant feature in our consultation. HMICS will seek to review and provide assurance around the processes and practices employed and will also seek to examine the effectiveness of the new Missing Persons Database application that was launched in recent years. Our consultation identified varying practices across the country, with some areas having good relationships with local authority care homes and hospitals, ensuring an approach that prevents people being reported missing whilst providing a collaborative approach to finding them when they do. HMICS will seek to examine these areas of good practice to establish if processes could be effective in other areas.

Cyber and Online Fraud

Improvements in technology and accessibility have led to people living more and more of their lives online. This has been exacerbated by the COVID-19 pandemic and the associated lockdowns. Whilst technology brings many advantages, it has also led to new and emerging risks in terms of crime, particularly in relation to online fraud and targeting of vulnerable persons. Such offences often have an international element and can be difficult to investigate. There are also concerns that organised crime groups are seeing online crime as a lucrative and low-risk enterprise. HMICS will seek to examine Police Scotland's approaches to this emerging risk, including their cyber capability and approaches to economic crime.

SPA Forensic Services

SPA Forensic Services was last inspected by HMICS in 2017, however some of the recommendations still remain outstanding. They are currently undergoing a period of change and development under the [2026 Forensic Strategy](#) and provide vital services to policing and communities across Scotland. HMICS will seek to examine the effectiveness of the new strategy and provide assurance around how forensic services are delivered across Scotland.



Drugs Harm Reduction

The increasing number of drug related deaths in Scotland recently has been of significant public and political concern. Misuse of drugs continues to have a significant impact on individuals, their families and communities and can lead to other issues such as crime, disorder and mental health concerns. HMICS seeks to review Police Scotland's approaches to drug harm reduction, including partnership approaches to prevention for this increasing public health issue.

Crime Audit

Independent assessments of crime recording have been regular features of the HMICS inspection programme, with similar audits of crime recording carried out by HMICS in 2013, 2014, 2016 and 2020. Compliance with crime recording standards and counting rules goes to the heart of public confidence – the public need to trust that reported incidents and crimes are being recorded accurately and ethically. For this reason, a further crime audit will be conducted within this scrutiny period. The aim of this audit will be to assess the state, efficiency and effectiveness of crime recording by Police Scotland and the extent to which recording practice complies with the Scottish Crime Recording Standards and Counting Rules.



Collaborative reviews

We will continue to work with other scrutiny bodies and undertake joint inspection activity in areas where Police Scotland or the SPA work in partnership and contribute to shared outcomes with others. Our planned reviews for 2022-2025 are:

Community Justice – Diversion from Prosecution

HMICS have agreed with scrutiny partners to undertake a joint review of diversion from prosecution. The aim of the review is to assess the quality of strategic planning, operational delivery and impact of diversion from prosecution in Scotland. We will provide an overview of diversion practice from a policing, prosecution and justice social work perspective. We will highlight what is working well and explore any barriers to the more effective use of diversion. Our partners in this work are HM Inspectorate of Prosecution in Scotland, the Care Inspectorate and HM Inspectorate of Prisons for Scotland.

Healthcare in Custody

HMICS will be working in partnership with Healthcare Improvement Scotland on a baseline assessment of the provision of healthcare services to police custody centres in Scotland. Our objective will be to map out healthcare provision to custody centres including governance arrangements, models of delivery and level of service provided. We will publish a joint report on the findings from the assessment and will utilise our findings to inform the subsequent onsite joint inspections of custody centres that will take place thereafter.



Domestic Abuse – Phase 3

The pandemic (COVID-19) highlighted the precarious position individuals can be found in when support is not readily accessible. The pandemic has also had a wider impact on the criminal justice system in terms of managing the court backlog alongside ongoing risk. It has, however, brought about opportunities to develop alternative approaches, such as virtual courts, which have benefits for victims who need to provide evidence. For the third phase of our domestic abuse reviews, we hope to work in collaboration with HM Inspectorate of Prosecutions in Scotland. The intention will be to assess the effectiveness of the broader criminal justice processes. This may involve the quality of police reports submitted to the Crown Office and Procurator Fiscal Service (COPFS) and the management of risk in relation to offenders following the submission of a police report.

Services for Children at Risk of Harm

HMICS has a long-standing commitment to collaborate with the Care Inspectorate, Healthcare Improvement Scotland and Education Scotland on joint inspections of services for children and young people. We will be active participants in the joint inspection programme, led by the Care Inspectorate.

Adult Support and Protection

Scottish Ministers requested that the Care Inspectorate lead [joint inspections of adult support and protection](#) in collaboration with Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland. This programme is ongoing and will continue throughout this scrutiny period.



Strategic reviews

These are short, sharp reviews, designed to minimise the impact on the area of inspection. These reviews will seek to identify issues and provide recommendations to drive improvement. Where significant issues are identified, these reviews may lead to more directed scrutiny activity in the future. Our planned strategic reviews for 2022-2025 are:

Frontline Focus

There were a significant number of comments in our consultation about the challenges for frontline officers and staff, ranging from access to training, working environments, wellbeing and increasing public health demands. Over the scrutiny period, we plan to conduct a number of focussed strategic reviews to explore these issues in more detail and establish where we could add the most value. Key to this process will be enhancing our engagement with frontline officers and staff across various areas. Potential themes for our frontline focus reviews include:

- Role of a frontline officer
- Tools of the trade
- Wellbeing
- Access to Training

Scottish Police Authority (SPA)

We last inspected the SPA in 2019, and since then there have been major changes including a new executive and staffing structure, a new Chair, a permanent Chief Executive and new board members appointed. Whilst a full, detailed inspection would not be proportionate at this time, it is important that we continue to apply regular focus to the SPA and the effectiveness of their new arrangements. This review will take the format of a validated self-evaluation, assessed against best value criteria. This approach will encourage reflection by the SPA and its continuous improvement, whilst ensuring an element of independent assurance on their core role and governance approach.



National Preventive Mechanism (NPM)

HMICS is a member of the [United Kingdom's National Preventive Mechanism \(NPM\)](#), which is a group of organisations designated under the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

OPCAT recognises that detainees are particularly vulnerable and aims to prevent ill-treatment through establishing a system of regular visits or inspections to all places of detention. OPCAT requires that States designate a NPM to carry out such visits or inspections to places of detention, to monitor treatment of, and conditions for detainees, and to make recommendations for the prevention of ill treatment.

The UK NPM is made up of 21 bodies who monitor places of detention across Scotland, England, Wales and Northern Ireland. This includes police custody, prisons, court custody, immigration and military detention, secure children's homes, and places where people are detained under mental health legislation. The NPM members have the power to enter places of detention and speak to detainees and staff in private.

As a member of the NPM, HMICS carries out regular inspections of police custody in Scotland using the [HMICS Custody Inspection Framework](#). This framework focuses on the treatment of and conditions for detainees and includes a range of indicators setting out what we expect to find during our custody inspections. We work closely with the Independent Custody Visiting Scheme (ICVS) in Scotland, who visit all police custody locations on a regular basis. A Memorandum of Understanding covers the processes in place for sharing information.





Our reports

We will publish a number of reports each year, which will be laid before Parliament in accordance with our statutory obligations. We will provide the bodies we scrutinise with copies of our reports and publish them on our website. Where we are directed by Scottish Ministers, we will report to them and they will present these reports to the Scottish Parliament.

We will typically produce reports from our individual scrutiny activities through thematic reviews, audit and assurance reviews and follow up reviews. These will be published in accordance with our scrutiny plan. The publication of any reports from collaborative inspections will ordinarily be undertaken by the lead inspection body responsible.

We will produce an annual report and provide information summarising our activities. It will include an assessment of our impact and how our activities contributed towards positive outcomes. We will also comment on the overall state, effectiveness and efficiency of policing in Scotland and on the performance of Police Scotland and the SPA.

Assessing our impact

An inspection does not end with the publication of a report. It is important that we ensure that our work adds value and assists in driving improvement. We proactively monitor the recommendations made and assess the extent to which they have been implemented. Where sufficient work has been undertaken to implement a recommendation, HMICS can then discharge that recommendation. Monitoring progress on an ongoing basis helps us to assess whether a follow-up inspection is required to address any residual risk.



Our scrutiny plan 2022-2025

- Strategic Reviews
- Collaborative Reviews
- Thematic Reviews
- Audit & Assurance Reviews





Appendix 1

List of organisations included in consultation process

Accounts Commission	Aberdeen City Council
Amnesty International	Aberdeenshire Council
Association of Scottish Police Superintendents	Angus Council
Audit Scotland	Argyll and Bute Council
British Transport Police (BTP)	City of Edinburgh Council
BTP Authority	Clackmannanshire Council
Care Inspectorate	Comhairle nan Eilean Siar
Children and Young People's Commission	Dumfries and Galloway Council
Christian Police Association	Dundee City Council
College of Policing	East Ayrshire Council
COPFS	East Dunbartonshire Council
COSLA	East Lothian Council
Education Scotland	East Renfrewshire Council
Gypsy Roma Traveller Police Association	Falkirk Council
Healthcare Improvement Scotland	Fife Council
HM Inspectorate of Prisons	Glasgow City Council
HM Inspectorate of Prosecution	Highland Council
HM Inspectorate of Scottish Fire and Rescue Service	Inverclyde Council
HMICFRS	Midlothian Council
Improvement Service	Moray Council
Justice Committee	North Ayrshire Council
PIRC	North Lanarkshire Council
Police Scotland	Orkney Islands Council
Scottish Government - Safer Communities Division	Perth & Kinross Council
Scottish Housing Regulator	Renfrewshire Council
Scottish Human Rights Commission	Scottish Borders Council
Scottish Police Authority (SPA)	Shetland Island Council
Scottish Police Disability and Carers Association	South Ayrshire Council
Scottish Police Federation	South Lanarkshire Council
Scottish Police Muslim Association	Stirling Council
Scottish Public Services Ombudsman	West Dunbartonshire Council
Scottish Women's Development Forum (SWDF)	West Lothian Council
Scottishh LGBTI Police Association	
SCPOSA	
SEMPER Scotland	
SIPR	
UNISON	
Unite	
Victim Support Scotland	
Young Scot	



Appendix 2

HMICS Scrutiny Planning Process





In order to ensure a more transparent and robust approach to our scrutiny planning, all of the suggestions received through our extensive consultation process were collated into themes and assessed based on the following criteria:

- Is it in the public interest to inspect this issue?
- Does the issue align with our stated vision or fit with the objectives in our corporate plan?
- Can we add value by carrying out an inspection here?
- Is there a specific legislative or policy requirement?
- Is there an evidence gap regarding this particular aspect of policing?
- Does this issue relate to an identified high risk area?
- Does the issue impact on equalities or human rights issues?
- Does this topic relate to reducing future demand by preventing problems arising or dealing with them early on?
- Is this an area where improving performance is essential to mitigate reputational risk (public confidence and legitimacy)?
- Is this an area which will specifically involve / impact those who deliver services?
- Is this an area which specifically involves partnership and collaboration and bringing public, third and private sector partners together with service users and communities to deliver shared outcomes?
- Has this area / issue been inspected recently by HMICS or subject to other internal or external scrutiny and would a further or follow-up inspection add value?

Assessing each potential area for scrutiny against the above criteria, along with judgements based on the professional expertise of our team, has allowed us to identify the areas we feel our scrutiny will add the most value.

Any suggested area for inspection which has not been selected as part of this plan will be revisited as part of our yearly review in case the level of risk has changed over time.



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About Her Majesty's Inspectorate of Constabulary in Scotland

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

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