
Report To: Police & Fire Scrutiny Sub-Committee **Date:** 18 February 2016

Report By: Head of Safer & Inclusive Communities **Report No:** EDUCOM/19/16/DH

Contact Officer: John Arthur **Contact No:** 4263

Subject: Consultations on Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) Scrutiny Plan 2016-17 and the Review of Scottish Strategic Police Priorities

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Sub-Committee of a review of Her Majesty's Inspector of Constabulary in Scotland (HMICS) consultation on their Scrutiny Plan 2016-17 and the Scottish Government's Review of Scottish Strategic Police Priorities. [Appendix](#)

2.0 SUMMARY

- 2.1 HMICS have a statutory role to report on the state, effectiveness and efficiency of both Police Scotland and the Scottish Police Authority. In July 2015 HMICS published their annual Scrutiny Plan revised in December 2015 outlining their scrutiny activities. [Appendix](#)
- 2.2 During 2016-17 scrutiny activity will focus around Local Policing+ inspections and scrutiny in terms of Forensic Services, Cyber Crime, National Crime Recording with follow up work in relation to Stop & Search and Call Handling.
- 2.3 HMICS have retained limited capacity within their 2016-17 programme to address any topical, high risk or emerging areas in policing and have invited the Police & Fire Scrutiny Sub-Committee, as an important stakeholder in policing, to propose any areas of scrutiny that the Sub-Committee may consider topical or high risk for consideration.
- 2.4 The Scottish Government are also consulting on the Review of Our Scottish Strategic Police Priorities and are seeking stakeholder's views on these. [Appendix](#)

3.0 RECOMMENDATIONS

- 3.1 The Scrutiny Committee is asked to note the content of the Scrutiny Plan 2016-17 and consider any areas which could be added to the programme for 2016/17.
- 3.2 The Scrutiny Committee is asked to consider the consultation on strategic police priorities, confirm their agreement to continuing the existing priorities detailed at page 2 of the consultation document (appendix 2) and, in view of the concern expressed by the Councillors and the public over issues such as closing public counters, merging of Police Divisions etc., recommend the following addition;-

In the interests of transparency and accessibility, commit to comprehensive and timely prior consultation with Local Authorities and communities on all proposals which affect access to Policing resources or confidence in the capacity of the local Policing resource to respond to local priorities.

4.0 BACKGROUND

- 4.1 The Scrutiny Plan for 2015-16 sets out how HMICS will meet their statutory purpose to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland and the Scottish Police Authority.
- 4.2 HMICS have developed a new approach to scrutiny and have introduced a rolling programme of Divisional policing inspections entitled Local Policing+. These inspections aim *'to provide a consistent means of assessing the quality of local policing across Scotland and enable us (HMICS) to report publicly on how well Police Scotland is delivering against local priorities and keeping people safe'*. This programme has not been undertaken in the Renfrewshire and Inverclyde Division and no date provided by HMICS of when this local review will be undertaken.
- 4.3 Scrutiny activity by HMICS is based on five key activities: Local Policing+, Thematic Reviews, Continuous Improvement, Audit & Reassurance Reviews and Collaborative Reviews. For local purposes this report focuses on Local Policing+ and unplanned Audit and Assurance Reviews.
- 4.4 Planned reviews for 2015/16 are 'Police Scotland's Use of Facial Recognition Technology Capabilities within the UK' and 'Stop and Search Phase 2'. In relation to the latter, this audit will build on previous scrutiny of stop and search conducted in March 2015 and seeks to undertake a statistically significant audit of both positive and negative searches.
- 4.5 One review which was not originally planned for 2015/16 is in relation to Call Handling. This was included after a direction by the Cabinet Secretary for Justice following recent off road deaths near Stirling. This will complement the independent review directed by the Lord Advocate and conducted by the Police Investigations and Review Commissioner into that specific incident. The review provides an independent assurance of the operations, systems and processes in place within police Contact, Command and Control (C3) centres.
- 4.6 The revised HMICS Scrutiny Plan for 2015-16 is appended for information (appendix 1). **Appendix**
- 4.7 HMICS intend to continue this approach for 2016/17 and have already committed in principle to scrutiny in terms of Forensic Services, Cyber Crime and National Crime Recording, together with a follow up to work on both Stop and Search and Call Handling.
- 4.8 HMICS have some limited capacity within the 2016/17 programme to address high risk or emerging areas in policing and are inviting stakeholders' views on any other areas which would benefit from scrutiny during 2016/17.
- 4.9 Having considered HMICS' proposals for 2016/17 officers consider that the proposed scrutiny programme is appropriate.
- 4.10 The Scottish Government are also consulting on the Review of Our Scottish Strategic Police Priorities and are seeking stakeholder's views on these. The current priorities are listed at page 2 of the consultation document (appendix 2) and are:-

1 Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to preventions and collaboration at a national and local level.

2 Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major

events and threats.

3. Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform, and promoting continuous improvement.

4. Make communities stronger and improve wellbeing by increasing public confidence in reducing the fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive Policing.

4.11 In view of the concern expressed by Councillors and the public over issues such as closing public counters, merging of Police Divisions etc., officers recommend that the Scrutiny Committee consider the following addition in response to the consultation;-

5. In the interests of transparency and accessibility, commit to comprehensive and timely prior consultation with Local Authorities and communities on all proposals which affect access to Policing resources, or confidence in the capacity of the local Policing resource to respond to local priorities.

5.0 IMPLICATIONS

5.1 Financial Implications
None

5.2 Legal Implications
None

5.3 Human Resources Implications
None

5.4 Equalities Implications
None

5.5 Repopulation Implications
None

6.0 CONSULTATIONS

6.1 The document 'A Review of our Scottish Strategic Police Priorities' has been circulated to Community Councils, who have been asked to respond directly to the consultation.

7.0 BACKGROUND PAPERS

7.1 None



Mr Derek Penman QPM
HM Inspector of Constabulary

BY EMAIL

8 January 2016

Dear Stakeholder

Consultation on HMICS Scrutiny Plan 2016-17

Her Majesty's Inspectorate of Constabulary in Scotland, (HMICS), has a statutory role to report on the state, effectiveness and efficiency of both Police Scotland and the Scottish Police Authority. In May 2014, we published our [HMICS Corporate Strategy 2014-2017](#), which outlined our approach to scrutiny, together with our inspection framework.

In July 2015, we published our annual Scrutiny Plan. In accordance with our statutory obligation to keep this plan under review, we have recently refreshed it to take account of the necessary changes to our scrutiny activities. I enclose a copy of our updated [HMICS Scrutiny Plan 2015-16](#), for your information.

Our scrutiny activity has focused around a rolling programme of Local Policing+ inspections together with thematic inspections and specific audit and assurance reviews. We have also accommodated unplanned scrutiny activity as a result of ministerial direction and a specific request from the Scottish Police Authority. We remain on schedule to have completed ten separate scrutiny reports during 2015-16, in addition to meeting our ongoing commitment to joint scrutiny with the Care Inspectorate in relation to Children's Services.

While it is our intention to continue with our Local Policing+ inspections during 2016-17, we have already committed in principle to scrutiny in terms of Forensic Services, Cyber Crime, National Crime Recording, together with follow up work on both Stop & Search and Call Handling. However, we have retained some limited capacity within our forthcoming programme to address any topical, high risk or emerging areas in policing.

As an important stakeholder in policing, I would therefore welcome your views on our proposals or on any other areas you consider would benefit from scrutiny by HMICS during 2016-17. Your feedback will be collated against the responses from other stakeholders and assessed against our scrutiny risk process to help inform next year's scrutiny plan.



A response by Friday 12 February would be appreciated and should be emailed to hmics@gov.scot. If you have any queries or wish to discuss your response in advance of sending, then please do not hesitate to contact us.

Yours sincerely

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Derek Penman
HM Inspector of Constabulary

Encl - [HMICS Scrutiny Plan 2015-16](#)



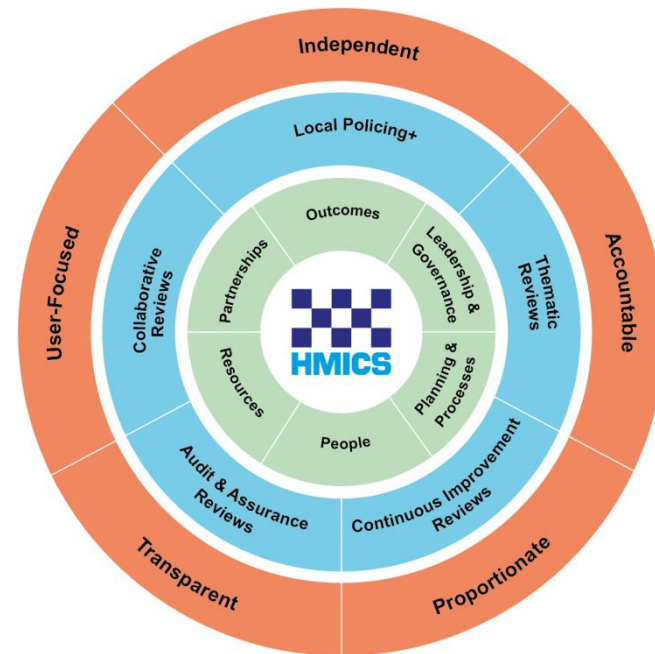


HM Inspectorate of Constabulary
in Scotland

ANNUAL SCRUTINY PLAN 2015-16 Improving Policing across Scotland

Version 2.0 (Revised December 2015)

This Plan is published in terms of Section 75 of the
Police and Fire Reform (Scotland) Act 2012



INTRODUCTION

Our *Annual Scrutiny Plan for 2015-16* sets out how HM Inspectorate of Constabulary in Scotland (HMICS) will meet its statutory purpose to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland ('Police Scotland') and the Scottish Police Authority.

This Plan was first published in July 2015 in terms of Section 75 of the *Police and Fire Reform (Scotland) Act 2012* and set out our priorities for inquiries over the year. It demonstrated how we would carry these out in a way that was proportionate, accountable and transparent.

This version has been updated in accordance with our statutory duty to keep the plan under review.

As a consequence of unplanned demand to complete significant assurance reviews of both call handling and counter corruption, we have postponed inspections of Forensic Services and Cyber Policing. These are now likely to feature in our 2016-17 Scrutiny Plan. The second phase of an Assurance Review of Stop and Search and a national Crime Audit will now be planned in March 2016 and conducted in parallel with our fieldwork commencing by Summer 2016. We have also delayed our Local Policing+ Inspection of Dumfries and Galloway Division, with fieldwork now commencing in January 2016. In preparing our plan, we have consulted with a range of persons interested in policing. We will publish this plan on our website and will make it directly accessible to those we consider are likely to have an interest in it.

The creation of a single Scottish police service in April 2013 has led HMICS to fundamentally review how we do our business. Our *Corporate Strategy 2014-17* shows how we are meeting our obligations and improving policing across Scotland.

Our approach is to support Police Scotland and the Scottish Police Authority to deliver services that are high quality, continually improving, effective and responsive to local needs.ⁱⁱ

We have a strong emphasis on local policing through our *Local Policing+* programme. This provides a consistent means of assessing the quality of local policing as well as local scrutiny and engagement across Scotland. We will report publicly on how Police Scotland and the Authority are delivering against local priorities and keeping people safe.

We continue to use *Thematic Reviews* to examine cross-cutting issues or provide opportunities to work with others to examine new issues and provide evidence for future policy development. Our Plan also includes *Collaborative Reviews* and shows how we will inspect jointly with other inspectorates in areas where Police Scotland or the Authority work in partnership with other agencies and contribute to shared outcomes.

We will continue our programme of *Continuous Improvement Reviews*, working closely with both Police Scotland and the Authority to examine how effectively they meet their obligations to deliver best value and continuous improvement. In addition to this, we will carry out *Audit and Assurance Reviews* to scrutinise in more detail areas where there is a need to ensure accurate and ethical recording or provide targeted assurance over key processes in high risk areas.

Our approach to scrutiny is supported by our Scrutiny Framework. This provides structure to our activities and the means to transparently, consistently and objectively assess policing in Scotland. We will work with others to ensure our Framework reflects best practice and has the potential to develop into a wider self-assessment tool.

We will also take the opportunity during 2015-16 to assess the progress made by Police Scotland and the Authority against the recommendations and improvement actions identified from our 2014-15 Scrutiny Plan. This will include an objective assessment of our impact on improving policing in Scotland.

HMICS will publish reports in respect of our individual scrutiny activities and will also publish our *Annual Report*. We will take the opportunity in our Annual Report to comment on the overall state, efficiency and effectiveness of policing in Scotland and on the performance of Police Scotland and the Authority.

Our scrutiny reports and Annual Report will be laid before the Scottish Parliament.

Derek Penman QPM

HM Inspector of Constabulary in Scotland

December 2015

OUR PURPOSE

HM Inspectorate of Constabulary in Scotland (HMICS) has been in existence since the 19th century. Our role was reaffirmed by the *Police and Fire Reform (Scotland) Act 2012* and we have wide ranging powers to look into the 'state, effectiveness and efficiency' of both Police Scotland and the Scottish Police Authority, including Forensic Services.ⁱⁱⁱ We also have a statutory duty to inquire into how the Chief Constable and the Authority meet their obligations in terms of best value and continuous improvement.^{iv} If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate.^v 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.^{vi} The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions^{vii} and must comply with any reasonable request that we make. When we publish a report, the Authority and the Chief Constable must consider what we have found and take such measures, if any, as they think fit.^{viii} 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 works in partnership with other agencies and contributes 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 Authority to improve policing. We will also identify good practice that can be rolled out across Scotland.

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 Inspector of Constabulary in Scotland is appointed under Royal Warrant and is independent of the Scottish Government, Police Scotland and the Scottish Police Authority.

Accountable – We will be accountable for what we do and will justify our actions and reports by evidence. We will publish our statutory reports^{ix} 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 in 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 annual **Scrutiny Plan** outlines our priorities and scrutiny activities for the 2015-16 fiscal year. The Plan was initially developed through consultation with our stakeholders and is informed by an objective assessment of policing performance and risk.

We will keep the Plan under continual review and make such changes as we determine necessary to respond to risk and discharge our statutory purpose.

Our scrutiny activities take account of the Crerar^x review, Christie^{xi} report and supports production of the National Scrutiny Plan.^{xii}



Local Policing+

The three objectives for police reform^{xiii} were (i) *to protect and improve local services*; (ii) *to create more equal access to specialist support and national capacity*; and (iii) *to strengthen the connection between police services and communities*. As a consequence, HMICS has developed an approach to scrutiny and introduced a rolling programme of divisional policing inspections entitled *Local Policing+*.

This provides a consistent means of assessing the quality of local policing across Scotland and enables us to report publicly on how Police Scotland is delivering against local priorities and keeping people safe. We are interested in the effectiveness of local scrutiny and engagement as well as the contribution policing makes to the well-being of communities. This will include an assessment of Partnership, Prevention, Performance and People in support of the wider Scottish public service reform agenda.^{xiv} We will continue to capture innovation and good practice and where relevant, we will make recommendations that drive improvement.

Through our local inspections, we will review the effectiveness and efficiency of both national and regional structures and the provision of specialist policing across Scotland. Our *Local Policing+* programme allows sufficient flexibility to respond to new and emerging issues that arise and would benefit from our scrutiny. These issues will be identified through stakeholder engagement and our scrutiny risk assessment in advance of each inspection. Where our + element represents a substantial area of policing, we will report separately from our divisional inspections.

We will discharge our obligations under the *National Preventive Mechanism*^{xv} through a programme of unannounced visits to police custody centres. These visits will be aligned to our Local Policing+ programme. Any recommendations made in respect of police custody centres will be followed up through our regular monitoring of progress.

Each formal *Local Policing+* inspection will take approximately three months and include time for research, stakeholder engagement, fieldwork, objective assessment and reporting. For larger divisions, we will extend this period to approximately six months. We will take a risk-based approach to the selection and timing of those divisions to be inspected and will announce our selection in advance of our proposed scrutiny activity.

HMICS conducted an extensive inspection of Edinburgh Division in 2015, with the + element focussing on partnerships. The report^{xvi} was published on 20 October 2015. However, in order to create capacity for unplanned scrutiny requests, the fieldwork for Dumfries and Galloway has been delayed until January 2016, with the report now scheduled for publication

by Easter 2016. The + element will examine the management of cross boundary crime.^{xvii}

Thematic Reviews

We will use *Thematic Reviews* to scrutinise cross cutting issues that benefit from a more holistic review or where we choose to inspect major functions that fall outwith the scope of *Local Policing+*. We will publish full reports for each of our *Thematic Reviews*. We will capture innovation and good practice and where relevant, we will make recommendations that aim to drive improvement. We initially planned to conduct two Thematic Reviews for 2015-16, namely:

- **Cyber Policing** – To consider how Police Scotland is responding to the increasing demands and complexity of cyber-enabled, cyber-dependent and internet-facilitated crime. We will be interested in the police response to the victims of such crimes and consider the extent to which the digital technology aspects of crime and policing may require new approaches, resourcing and future investment by Police Scotland. We will include comparative research within England, Wales and Northern Ireland as well as other jurisdictions. Our report will be forward looking, seeking to capture key issues and is intended to inform future policy development.
- **Forensic Services** – To scrutinise how the Scottish Police Authority is meeting its statutory obligations under Section 31 of the *Police and Fire Reform (Scotland) Act 2012* by providing forensic services to Police Scotland, the Police Investigations and Review Commissioner and the Lord Advocate and procurators fiscal.

Both of these have now been postponed until 2016-17 to provide capacity for unplanned inspections of Call Handling and Counter Corruption.

Continuous Improvement Reviews

We have maintained our programme of *Continuous Improvement Reviews* (CIR), working closely with both Police Scotland and the Authority to report on how they are meeting their obligations to secure best value and continuous improvement.^{xviii} We focused on:

- **Leadership and Governance** – This built on the CIR activity completed as part of our 2014-15 Scrutiny Plan which culminated in the creation of a comprehensive Improvement Plan by the Scottish Police Authority. We now monitor continuous improvement within the Authority and support capacity and capability building amongst members and officers for the effective and sustainable scrutiny of Scottish policing.
- **Strategic Planning and Performance** – This assessed the efficiency and effectiveness of strategic planning and performance management frameworks within Police Scotland, including consideration of the consultation and evidence used to inform policing priorities. It also included an assessment of the extent to which these frameworks support effective scrutiny over the policing of Scotland by the Authority.

In undertaking these reviews, we have engaged with Audit Scotland to ensure we can discharge our respective statutory functions and reduce the scrutiny burden on Police Scotland and the Authority.

These Reviews will inform our wider assessment of how well Police Scotland and the Authority have met their obligations to secure best value and continuous improvement.

Audit and Assurance Reviews

Our *Audit and Assurance Reviews* allow for more detailed scrutiny in areas where we believe there is a specific need to audit critical systems to ensure accurate and ethical recording or provide some external assurance over key processes in high risk areas. These reviews also provide

opportunities for HMICS to undertake short assignments to provide independent assurance over specific aspects of policing.

Our planned Audit and Assurance Reviews are:

- **Police Scotland's use of Facial Recognition Technology Capabilities within the UK** – (June to November 2015) – The aim of this review is to examine the arrangements surrounding the use by Police Scotland of the facial recognition technology from the UK Police National Database (PND). In doing so, it will consider the statutory framework that underpins the police use of custody and other biometric images in Scotland; the governance and oversight arrangements; administrative and technical interfaces and the recording, weeding and retention of information. For completeness it will also provide comparisons with approaches used in England and Wales and the wider policing and societal opportunities and threats which arise from new and emerging biometric technologies. Our fieldwork has been completed and our report is due to be published January 2016.
- **Stop and Search Phase 2** – (Scoping to commence March 2016) – This audit will build on our previous scrutiny of stop and search.^{xix} This examined the processes for recording stop and search activity within Police Scotland and the associated procedures for supervision, audit and governance. We also examined the impact of the performance framework and targets in relation to stop and search activity. As part of Phase 2, we will undertake a statistically significant audit of both positive and negative searches. This was provisionally scheduled to commence in Spring 2016 to allow Police Scotland sufficient opportunity to consider our Phase 1 recommendations and implement improvements to stop and search across Scotland. However, this audit now been postponed to create capacity for unplanned inspection activity and also to reduce the scrutiny burden on Police Scotland by combining the fieldwork in parallel with our Crime Recording fieldwork.

- **Crime Recording** – (*Scoping to commence March 2016*) – HMICS conducted a major audit of crime recording in November 2014, where the number of records examined was more than five times higher than in previous audits.^{xx} The purpose of this audit was to assess crime recording by Police Scotland and the extent to which recording practice complied with the Scottish Crime Recording Standard and the Scottish Government’s Counting Rules. The audit also addressed the need for a comprehensive, independent audit of crime data as highlighted by the UK Statistics Authority. We propose to conduct a follow-up audit of crime recording in 2016 and will commence our scoping in consultation with key stakeholders in March 2016. We also completed a Crime Audit of British Transport Police in Scotland and published a report^{xxi} in August 2015.

Unplanned Audit and Assurance Reviews

The following reviews were not planned or included within our 2015-16 Scrutiny Plan and have therefore required HMICS to review our plan and postpone some scrutiny activity:

- **Call Handling** – (*Ongoing*) – This significant assurance review was directed by the Cabinet Secretary for Justice following the tragic incident involving the deaths of John Yuill and Lamara Bell. It complimented the independent investigation directed by the Lord Advocate and conducted by the Police Investigations and Review Commissioner (PIRC) into that specific incident. The review provides an independent assurance of the operations, systems and process in place within police Contact, Command and Control (C3) centres. An interim report^{xxii} was published in September 2015 and a full report was published in November 2015.^{xxiii} HMICS has recently been directed by the Cabinet Secretary for Justice to undertake additional scrutiny of call handling, including unannounced visits to C3 centres across Scotland. This will commence in January 2016.
- **Counter Corruption** – (*Commencing November 2015*) – This review was requested by the SPA following a critical report^{xxiv} from

the Interception of Communications Commissioner’s Office, (IOCCO) in terms of Police Scotland’s compliance with the Acquisition and Disclosure of Communications Data Code of Practice 2015. This report concluded that there had been contraventions of the Code in respect of five applications for communications data submitted by Police Scotland relating to one investigation. It is evident from these applications that Police Scotland sought communications data in order to determine either a journalist’s source or the communications of those suspected to have been acting as intermediaries between a journalist and a suspected source. As these applications had been made by the Police Scotland’s Counter Corruption Unit, (CCU) the Scottish Police Authority asked HMICS to conduct an assurance review of this unit. The Authority has requested a specific focus on the operational effectiveness and efficiency of the CCU, the independence of the internal investigation function, its governance and accountability, and training and guidance for officers and staff. A full Terms of Reference will be published shortly.

Collaborative Reviews

We will continue to work with other scrutiny bodies and undertake joint inspection activity in areas where Police Scotland or the Authority work in partnership and contribute to shared outcomes with others. Our planned Collaborative Reviews include:

- **Children’s Services** – (*Full Year Programme*) – Under section 115 of the *Public Services Reform (Scotland) Act 2010*, the Care Inspectorate lead joint inspections of services for children and young people across Scotland. The inspections look at the difference services are making to the lives of children, young people and families. They take account of the full range of work within a community planning partnership area including services provided by health visitors, school nurses, teachers, doctors, social workers and police officers. HMICS participates in these joint inspections and seconds two staff on a full-time basis. Reports are published by the Care Inspectorate.

- **Multi Agency Public Protection Arrangements (MAPPA) – (Completed November 2015)** – The purpose of this joint review with the Care Inspectorate was to assess the state, efficiency and effectiveness of MAPPA in Scotland, in terms of keeping people safe and reducing the potential risk of serious harm by registered sex offenders in our communities. The main review objectives were to (i) assess how effective the responsible authorities are in the discharge of their statutory duties, under terms of the Management of Offenders etc (Scotland) Act 2005, including adherence to guidance and good practice; and (ii) assess how effective the processes are in relation to MAPPA Significant Case Reviews and the arrangements that are in place to promote organisational learning development across the responsible authorities. The report was published in November 2015.^{xxv}

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. Monitoring progress in this way also helps us to assess whether a follow-up inspection is required to address any residual risk.

In agreement with the Police Scotland and the Scottish Police Authority, HMICS receives an update on the outstanding recommendations three times a year. This includes evidence as to the action taken and requests to discharge recommendations. We carefully consider these updates and requests and discharge recommendations where appropriate. This may involve short focussed pieces of follow up work. In the longer term, HMICS monitors the impact of our inspection activity by assessing the extent to which our recommendations have been implemented and to what effect.

We have initiated a project to develop a shared outcome focus with Police Scotland, SPA and Scottish Government which will complement

the formal discharge of recommendations by analysing the contribution of work done on recommendations to achieving desired national and local outcomes on a short, medium and longer term basis.

National Preventive Mechanism (NPM)

HMICS is a member of the United Kingdom's National Preventive Mechanism, a group of organisations designated under the *Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment* (OPCAT) to monitor places of detention and report on the treatment of and conditions for detainees. 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 '*National Preventive Mechanism*' (NPM) to carry out such visits to places of detention, to monitor treatment of and conditions for detainees, and to make recommendations for the prevention of ill-treatment.

The United Kingdom NPM is made up of 20 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. We publish reports of these inspections, identify good practice and make recommendations for improvement. The HMICS Custody Inspection Framework^{xxvi} 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.

OUR FRAMEWORK

Our approach to inspection is supported by our Scrutiny Framework, which provides structure to our activities and the means to transparently, consistently and objectively assess policing in Scotland.



Our Framework has been developed using the principles outlined in the *Public Sector Improvement Framework* self-evaluation model used in many public sector settings. It has been adapted to provide a scrutiny framework model to assist specifically in the inspection of elements of policing or the Authority. It will form the basis of any inspection but provides sufficient flexibility to be adapted so that the key themes and sub-elements reflect the purpose of the inspection to be undertaken. The framework will support us when conducting inspections by providing a structure within which we can ensure a consistent and professional approach to our work.

Outcomes

We will focus on the overall performance of the organisation or part of the service and examine successes in delivering demonstrable, high-quality and improved outcomes for service users, communities and the public in general. We will also consider fulfilment of statutory duties.

Leadership and Governance

We will assess the leadership of Police Scotland and the Authority and the governance, accountability and scrutiny arrangements that have been put in place to ensure that the service is delivering its overall vision of keeping people safe and meeting national, regional and local priorities.

Planning and Process

We will examine the effectiveness of strategy and planning processes in ensuring services are inclusive and focussed on user needs. As well as strategies, plans and policies, we will also examine the work of the organisation or service in relation to its key functions, in particular the delivery and development of the services it provides, by itself or in partnership with others, and how these are measured.

People

We will look at the people within the organisation, their motivation, satisfaction and contribution to the development of the organisation or service area. We will assess how employees are managed, developed and empowered, and consider communication processes and whether people feel rewarded and recognised for their efforts.

Resources

We will consider whether the organisations or service area manage resources in the most efficient, effective and sustainable way, including corporate, financial and information resources and assets. We will assess whether this supports key activities and outcomes. We will also consider collaborative working, looking at whether shared resources are used as efficiently as possible to deliver shared outcomes. A key element of resourcing is the consideration of best value.

Partnerships

We will look at how well partners work together to support the delivery of outcomes as well as the approach to managing partnerships. Key elements include developing an agreed vision and objectives and aligning information, assets and resources in partnership to achieve shared outcomes. We will consider how well partners jointly plan and cooperate in delivering integrated working and whether the partnership ethos has developed a positive culture of involvement and working together.

We will work with others to ensure our Framework reflects best practice and has the potential to develop into a wider self-assessment tool.

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 Local Policing+, Thematic Reviews, Continuous Improvement Reviews and Audit and Assurance Reviews. These will be published throughout the year 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 at the end of the fiscal year and provide information summarising our activities. This 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 Authority. We will aim to publish our annual report in June of each year.

OUR COMPLAINTS PROCESS

Our complaints handling procedure reflects our values and commitment to deliver a transparent inspectorate. It seeks to resolve complainer dissatisfaction as quickly as possible and to conduct thorough, impartial and fair investigations of complaints. Our Complaints Handling Procedure is published on our website.

Our complaints handling procedure does not extend to individual complaints about any police body, which should instead be addressed to the Police Investigations and Review Commissioner.^{xxvii}

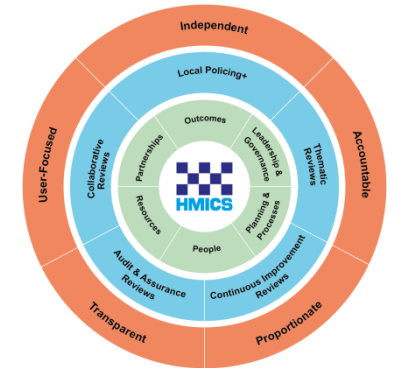
HMICS Scrutiny Plan 2015-16 - Version 2.0 (Revised December 2015)

This Plan is published in terms of Section 75 of the *Police and Fire Reform (Scotland) Act 2012* and sets out our priorities for inquiries to be carried out during the year. This has been refreshed in December 2015 to reflect changes to the programme. We will publish our Plan and any revised plan on our website and will make it accessible to those we consider are likely to have an interest in it.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Local Policing +												
Local Policing Edinburgh (Published Oct 2015)												
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MAPPA (Care Inspectorate) (Published Nov 2015)												
Recommendations and Impact												
Annual Report												

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HMICS Scrutiny Plan 2015-16 - Version 2.0 (Revised December 2015)

This Plan is published in terms of Section 75 of the *Police and Fire Reform (Scotland) Act 2012* and sets out our priorities for inquiries to be carried out during the year. This has been refreshed in December 2015 to reflect changes to the programme. We will publish our Plan and any revised plan on our website and will make it accessible to those we consider are likely to have an interest in it.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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What are your priorities for your
police service?

A REVIEW OF OUR SCOTTISH STRATEGIC POLICE PRIORITIES



The Scottish
Government
Riaghaltas na h-Alba

Our Police Service

In April 2013 the structure of policing in Scotland changed. The Police and Fire Reform (Scotland) Act 2012 brought together eight former police forces, and the Scottish Crime and Drug Enforcement Agency to create a single police service for Scotland – Police Scotland.

- **the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland**
- **led by a national Chief Constable who has overall responsibility for the administration and management of police operations across Scotland**
- **14 local senior commanders with local responsibility**
- **overseen nationally by the Scottish Police Authority which holds the Chief Constable to account for policing and the delivery of Police Scotland's functions**
- **subject to scrutiny locally by 32 local authority committees**
- **independent of the Scottish Government**
- **Independently reviewed by the Police Investigations and Review Commissioner (PIRC) and Her Majesty's Inspectorate of Constabulary (HMICS)**

Police Reform

The three main aims of Police Reform in Scotland are;

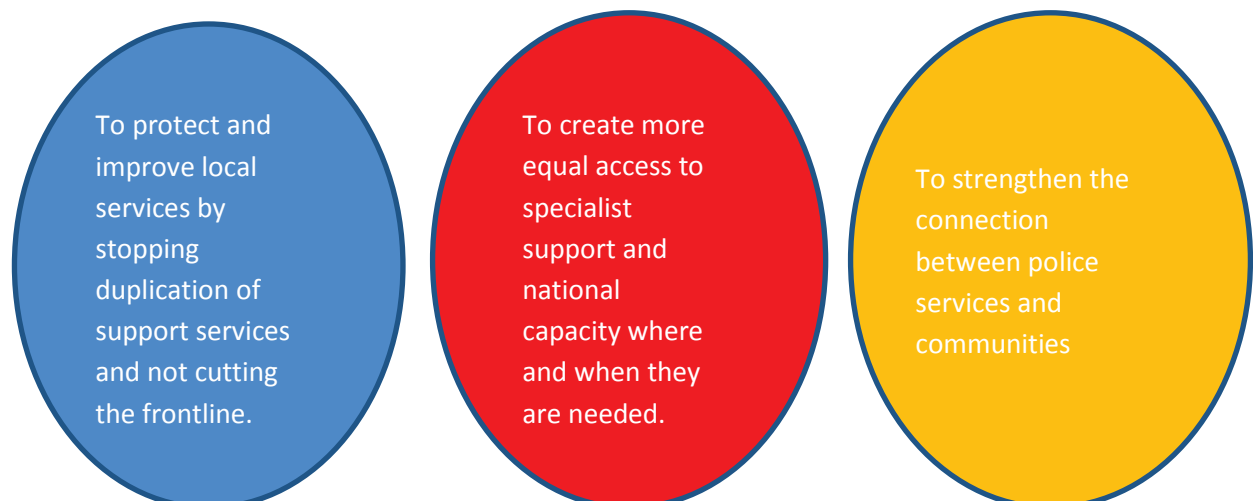


Figure 2 – 3 Aims of Police Reform in Scotland

Our Strategic Approach to Policing

At this time, the national vision for our Single Police Service was captured in 4 Strategic Police Priorities. Designed to capture a clear link between operational policing and the Scottish Governments national outcomes.



Figure 2 - Strategic Planning Structure

The current Strategic Police Priorities that we are looking to revise

- 1. Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.**
- 2. Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.**
- 3. Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform, and promoting continuous improvement.**
- 4. Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.**

To find out more about the current Police Priorities and about how these plans support Policing in Scotland visit: <http://www.gov.scot/Topics/Justice/policies/police-fire-rescue/police-scotland/StrategicPolicePriorities>

What do we know?



Crime has fallen by more than a third since 2006/07 and is at the lowest level since 1974.

But...

The risk of being a victim of crime is higher for adults living in the most deprived communities than elsewhere in Scotland



Half of all crime was cleared up in 2014/15

But...

Clear up rates vary across local authorities from 35% to 82%.

AND

While more than three quarters of violent and sexual crimes are cleared up, it is just one third for crimes of dishonesty



Around six in ten people agreed in 2013 that the police have a good understanding of local issues

But...

Younger people are less likely to agree than older people.

AND

Those in the most deprived areas are less likely to agree than others.



The number of people who think that local crime has stayed the same or improved has increased from 65% to 76% between 2006 and 2012/13

But...

People were less positive about the national crime rate with 44% thinking it had increased in 2012/13. It has in fact fallen to a 41 year low



Policing isn't just about enforcement after a crime has been committed. Police play a big role in preventing crime.

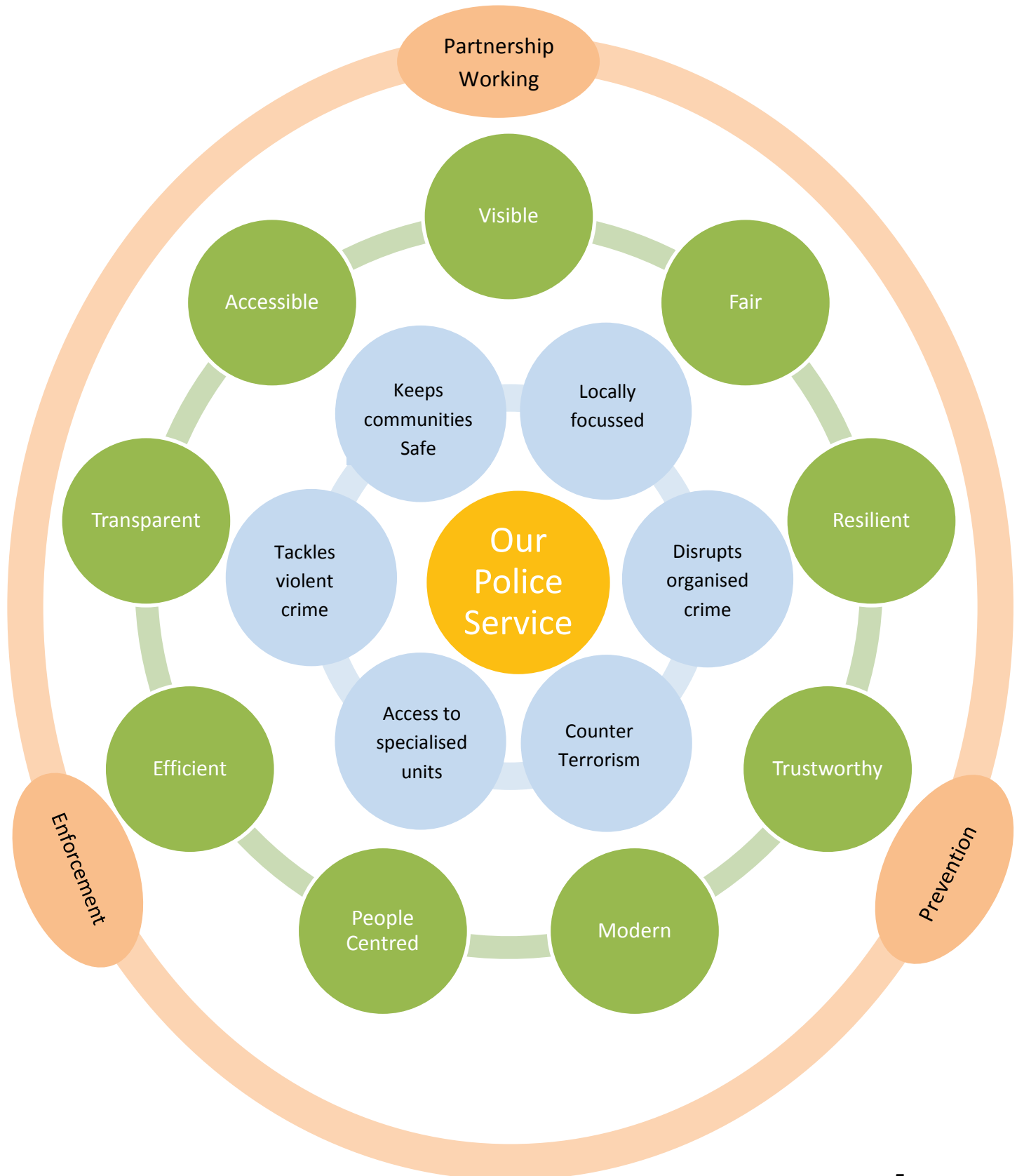
Such as...

Local and national initiatives around keeping you and your property safe; work with local groups and other partners to support local projects

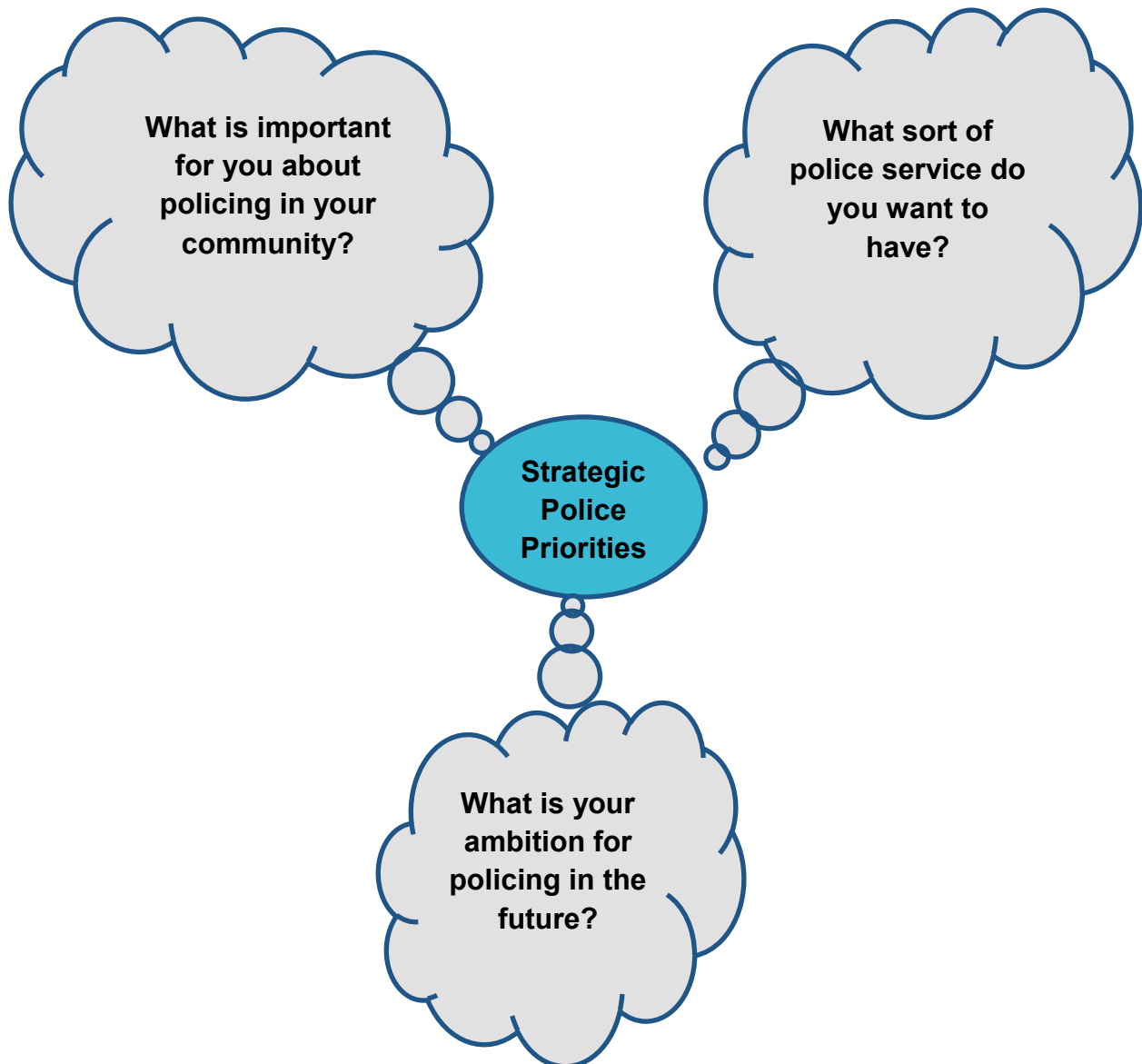
*Evidence taken from:
Recorded Crime in Scotland 2014/15
Scottish Crime and Justice Survey 2012/13
Scottish Household Survey 2014
Scottish Social Attitudes Survey 2013*

We want to hear about what is important to YOU.

As we approach three years since the introduction of Police Scotland the time is right to review how we expect our police service to meet the needs of the people and communities of Scotland. **We want to hear your thoughts about what new national police priorities could cover. This might include;**



We want you to tell us what your priorities for policing are. Your opinion is valuable and will be used to help shape how police services can match the needs of the people and communities of Scotland. Here are some questions to help start the discussion.



We want to hear from you

Please send us your comments about what is important to you regarding policing by 12 February 2016. You can respond as an individual or on behalf of a group or organisation. It would be helpful, if possible, if you could indicate who you are and, if relevant, who you are responding on behalf of. It would also be helpful if you could indicate whether you would be happy for us to use your comments in our ongoing work.

You can do this by:

- emailing: ScotPolicePriorities@gov.scot
- via the Scottish Government Digital 'Dialogue' feedback platform <https://ideas.scotland.gov.uk/>
- via twitter using the hashtag **#ScotPolicePriorities**
- or you can post them to:

Strategic Police Priorities Review
Police Division
Scottish Government
1WR St Andrews House
Regent Road
Edinburgh
EH1 3DG

This discussion paper is part of the information gathering to revise the Strategic Police Priorities. Your feedback will be used to draft revised Strategic Police Priorities which would then be subject to a formal Scottish Government consultation exercise in early 2016.

For further information please visit the Scottish Government website at:

<http://www.gov.scot/Topics/Justice/policies/police-fire-rescue/police-scotland/StrategicPolicePriorities>



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