



Improving
Policing
Across
Scotland

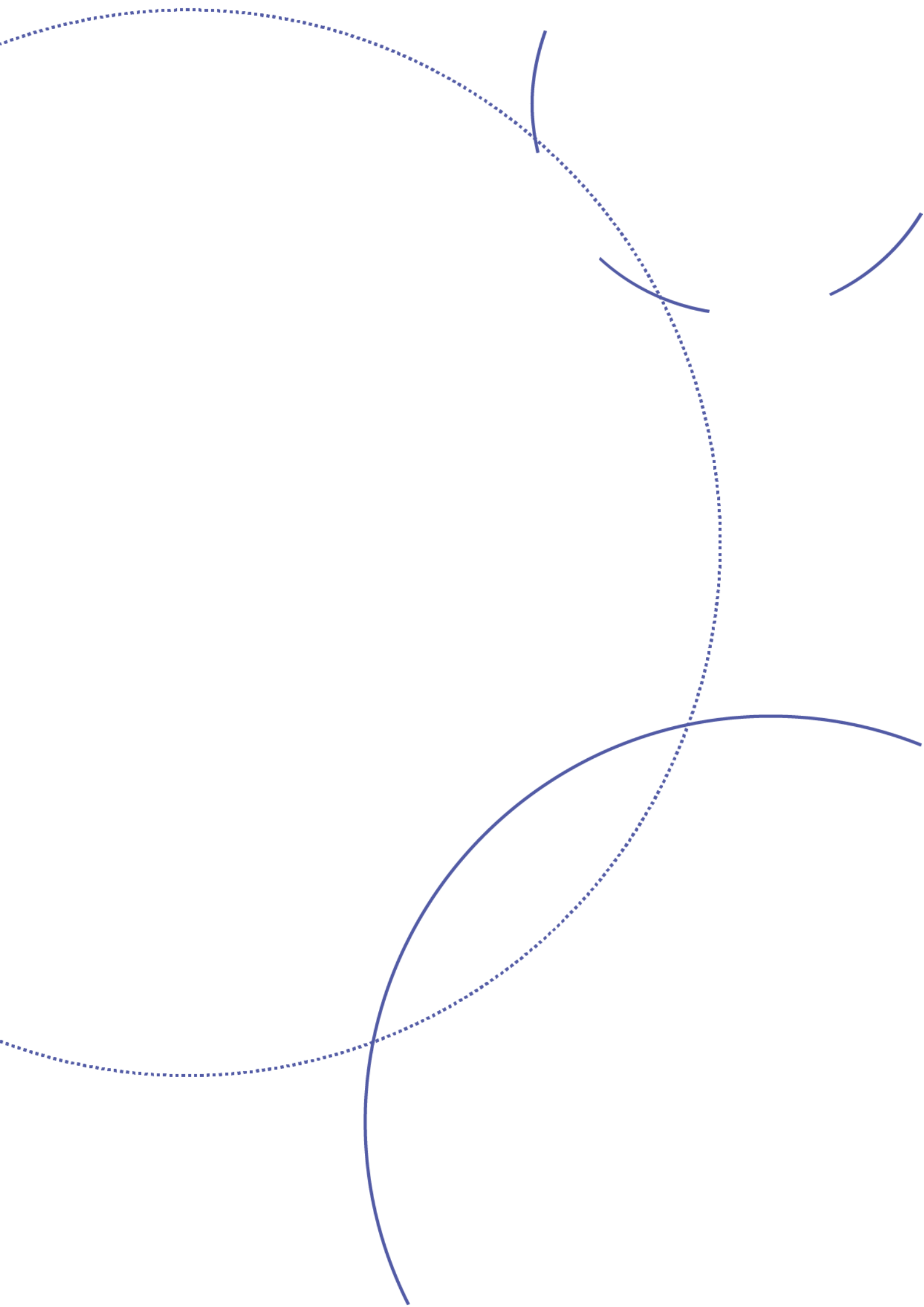


HM Inspectorate of Constabulary in Scotland

Scrutiny plan 2025-28
















March 2025







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Foreword

I am delighted to present our scrutiny plan for 2025-28, our second such plan, which sets out our inspection priorities for the period April 2025 to March 2028. The plan (as defined in Section 75 of the Police and Fire Reform (Scotland) Act 2012) has a dual purpose – to contribute to improving policing in Scotland and to fulfil our 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).

The benefits of a longer-term scrutiny plan have been apparent over the past few years, providing Police Scotland, the SPA and other key stakeholders with early indication of the priority areas for scrutiny. It also allows for effective and efficient co-ordination – both with other scrutiny activity on policing and with other public sector scrutiny bodies (with whom we have been seeking more collaborative inspection opportunities, as evidenced in recent publications).

By regularly reviewing the plan and taking a flexible approach, we are able to identify additional areas that may not have been apparent at the outset of the planning period. It is critical that we retain this agility to ensure that we focus on achieving improvement in policing where it matters most.

This scrutiny plan has been the subject of extensive consultation, with input sought from a significant number of diverse groups, organisations and partners across the country. We also liaised with communities across Scotland (via a questionnaire) to contribute to the identification of priority policing areas for scrutiny in the years ahead.

We engaged directly with the people and organisations responsible for delivery of public services in Scotland to inform this plan, using methods including:

- interviews with 47 key members of staff in Police Scotland and the SPA and other pertinent stakeholders;
- facilitation of focus groups consisting of operational officers, capturing a wide range of views from across the country; and
- direct contact with key bodies and partner agencies, to encourage participation in our consultation process.



We also took into consideration the Strategic Police Plan (jointly agreed with the SPA in 2023), the recent 2030 Vision, and the first of two three-year business plans published by the Chief Constable. Our scrutiny plan seeks to align our inspection and assurance work with such plans to ensure our work remains focused on securing improvement across key areas of policing.

Scrutiny activity for this three-year period will comprise different types of inspection, including audit and assurance, thematic inspections and collaborative reviews.

I am extremely grateful to everyone who took the time and effort to share their views with us during our consultation period for this plan. It has allowed us to develop a strong, evidence-based approach to the priority areas for scrutiny. We have had to decide which particular areas of policing should be the focus of inspection (reconciling the breadth of suggested topics with the capacity of the HMICS team) and have regularly engaged with the Police Scotland internal audit team to effectively co-ordinate this work. This should ensure scrutiny and assurance work achieves maximum coverage with minimum duplication.

This fulfils our requirement to lay reports before the Scottish Parliament, but is also an important part of our ongoing commitment to a transparent approach to scrutiny. We will also ensure that the website reflects the current status of all HMICS recommendations, so that it is clear what progress has been made on inspection reports.

I am committed to ensuring that the highest standards of scrutiny and assurance work of policing in Scotland continues and will keep this scrutiny plan under regular review, publishing any revisions as appropriate.

The pace of change within policing in Scotland remains significant, and it is critical that HMICS, through scrutiny and assurance work, drives improvement over the next three-year period and beyond. This scrutiny plan will provide the basis on which we continue to improve policing across Scotland.

Craig Naylor

His Majesty's Chief Inspector of Constabulary

March 2025



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.¹ 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 think fit.² Where we make recommendations, we will follow them up and report publicly on progress.

We will identify good practice that can be applied across Scotland. We work with other inspectorates and agencies across the public sector and 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 and will do this through independent scrutiny and objective, evidence-led reporting about what we find. Our approach is to support Police Scotland and the SPA to deliver services that are high-quality, continually improving, effective and responsive to both national and local needs.

HMICS also has a role in inspecting other UK policing agencies that operate in Scotland, such as the British Transport Police, National Crime Agency, Ministry of Defence Police, and Civil Nuclear Constabulary, working with HM Inspectorate of Constabulary and Fire & Rescue Services (England and Wales) under relevant UK legislation, as required.³

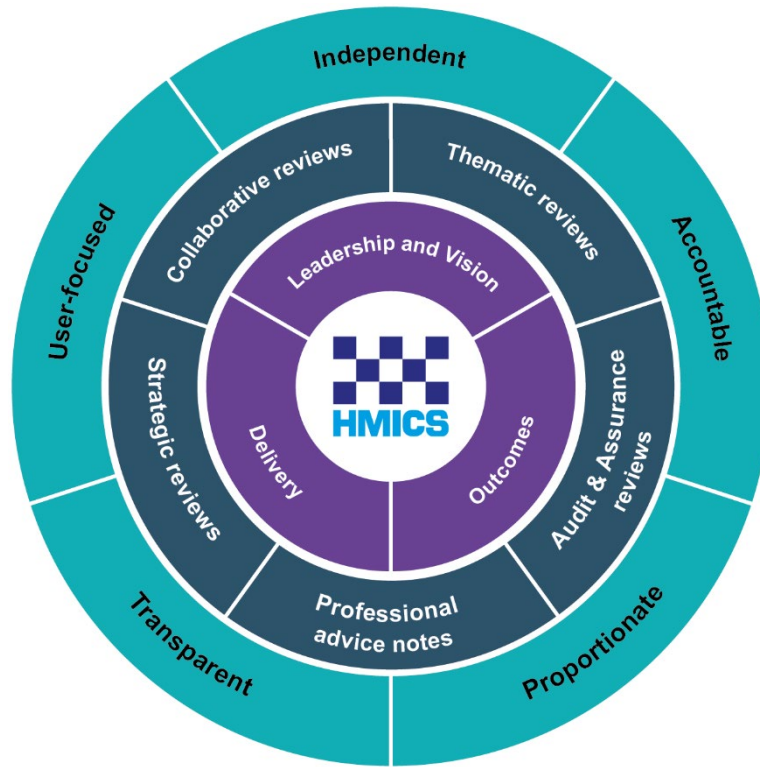
¹ [Police and Fire Reform \(Scotland\) Act 2012, CHAPTER 11, Section 76](#)

² [Police and Fire Reform \(Scotland\) Act 2012, CHAPTER 11, Section 77](#)

³ [Railways and Transport Safety Act 2003, Section 63, Crime and Courts Act 2013, Part 1, Ministry of Defence Police Act 1987](#) and [Energy Act 2004, Chapter 3](#).



HMICS framework



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



Our values

As a values-led organisation, we will undertake our activity 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 (HMCI) 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 engage with other scrutiny bodies to minimise the burden and any potential duplication, and review our methodology to ensure it is efficient and effective for all stakeholders.



TRANSPARENT

We will be open about what we do and give reasons for our decisions. We will publish our reports and provide updates through annual reports and report on the status of recommendations on our website.



USER-FOCUSED

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.



Our approach to scrutiny

This **scrutiny plan** outlines our priorities and scrutiny activities for the **2025-28** period. During the consultation period, we sought to obtain the views of communities across Scotland, using methods including:

- an online public questionnaire;
- discussion with other scrutiny bodies;
- targeted stakeholder engagement (including elected members and local authorities); and
- environmental scanning.

This provided us with a wide range of subject areas to consider for inclusion in this plan. All this activity was supported by a comprehensive communications strategy that allowed us to hear from people and communities across Scotland. More information on our scrutiny planning process can be found in [Appendix 2](#).

We decided to continue with the publication of a three-year plan, after positive feedback on the approach and impact of our previous scrutiny activity. This plan outlines potential areas for scrutiny until March 2028 and we are confident it will build on the previous plan, giving key stakeholders and scrutiny partners a clear understanding about our areas of focus. This will allow Police Scotland and the SPA to consider the effectiveness and efficiency of these areas currently, as well informing the planning of other scrutiny bodies, alongside any ongoing internal scrutiny that policing in Scotland undertakes.

Policing is, of course, a dynamic area, and we will keep this plan under continuous review so that – where such review determines that our impact would be greater in an area not currently covered within this scrutiny plan – we may make changes as we determine necessary, updating the plan accordingly.

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.

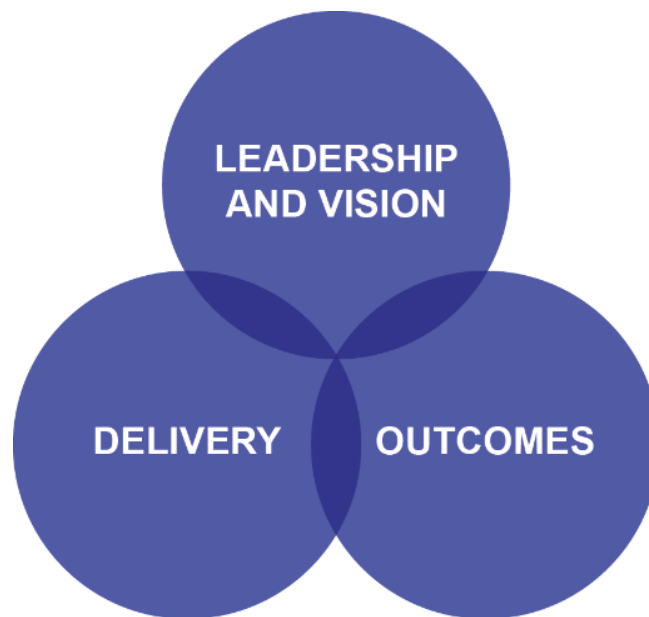


Our inspection framework has been developed using the [EFQM Excellence Model](#) with an increasing focus on the management of change. The model has been adapted to provide a high-level framework suitable for the scrutiny of elements of policing or its governance. It underpins all our scrutiny activity and is sufficiently flexible and adaptable to develop bespoke key lines of enquiry, depending on the work to be undertaken.

Our approach to inspection – methodology

HMICS, through its own commitment to continuous improvement, has adopted an approach to inspections using a methodology which is adapted from the EFQM Framework. This is predominantly based on three key themes, which form the basis of our scrutiny activity, namely:

- Leadership and vision
- Delivery
- Outcomes





Our framework



This examines the purpose of the organisation, why its work is important and considers how it creates and delivers sustained value for its stakeholders. It assesses 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 considers the organisation's primary purpose and priorities, its strategy to achieve those aims, and any improvements it could make to be more effective.

It also looks at how well the organisation identifies and understands its stakeholders needs, understands the wider context within which it operates, 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.

It 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 consider how collaboratively leaders work to create the conditions for supporting change, creativity and innovation, enabling the organisation to meet its aims.



This considers how the organisation identifies and uses specific types and categories within each of its key stakeholder groups and its understanding of needs and expectations to achieve continued engagement, building sustainable relationships. It assesses the levels of involvement of stakeholders (e.g. service users, officers and staff, governance bodies, partners and suppliers, business and wider society) in deploying strategy and delivery and examines the contributions they make. It looks at whether these relationships are based on transparency, accountability, ethical behaviour and trust.



One of the key stakeholder groups considered in detail is that of people and how the organisation attracts, engages, develops and retains both officers and staff. Fundamental to this is the process of workforce planning and its alignment to purpose, vision and strategy. The theme also considers the wider group of partners and 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.

It encompasses the concept of creating best value, which is a statutory duty placed on both Police Scotland and the Scottish Police Authority by the Police and Fire Reform (Scotland) Act 2012. The organisation's clearly defined purpose, enriched by the strategy, defines for whom the organisation should be creating best value; it also includes expectations of environmental sustainability and associated strategy and delivery.

It also 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 changes 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. Major elements considered in enabling performance and transformation are innovation and technology, the ever-increasing importance of data, information and knowledge, risk management and the focused use of critical assets and resources.



This focuses on the overall performance of the organisation or service in relation to its purpose, vision, strategy and perceptions of the organisation by 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. Evidence for this could be obtained from a number of sources, including reports and data sets, public surveys, focus groups, research, press or social media, external recognition or compliments/complaints.

We also look at how an organisation or service area's strategic priorities, aims and objectives have been achieved, including those that are nationally or locally determined. Evidence of demonstrable outcomes includes trends over time, target measures and other aggregated data which provide an indication of success in maintaining or improving the quality of the service provided, both overall and when benchmarked with similar services or organisations. These results should be effectively utilised by the organisation to monitor, understand and improve its overall performance and to forecast the impact this performance will have on both the perceptions of its stakeholders as well as its future strategic ambitions.

This framework can be utilised across a range of scrutiny activity that HMICS undertakes, such as thematic, audit and assurance, collaborative and strategic reviews, which is described in more detail in the following section. More information on our framework is also available within our [corporate plan](#).



Thematic reviews

Thematic reviews allow us to focus on significant policing issues and to assess whether there is a consistency of approach across policing within Scotland. In our research and fieldwork, we look for areas of policing where best practice and effective methods of operating prevail, but we also work to identify areas where improvement is needed. In those instances, we will make relevant recommendations to effect change.

During the lifetime of this plan, we will aim to inspect the following areas:

Policing in a cyber world

People today conduct much of their lives online and – while improvements in technology and accessibility have brought about many advantages – this has also led to new and emerging risks in terms of crime, such as online fraud and targeting of vulnerable persons. These offences often have an international element and can be difficult to investigate. There are also concerns that organised crime groups regard online crime as lucrative and low risk.

We will examine Police Scotland's approach to:

- identifying and tackling cyber-crime (including its capability and capacity);
- partnership working;
- supporting victims of cyber-crime; and
- economic crime and other crime types facilitated by existing, new and emerging technology.

Domestic abuse – phase 2

In January 2023, we published our initial thematic review of the police response to domestic abuse, with a focus on the experience of victims who report crimes and incidents to police. This report made 14 recommendations, which are being progressed by Police Scotland. We will continue to maintain focus on this critical area in the forthcoming scrutiny period by examining domestic abuse practices and support available to victims. We will also look at the investigation of domestic abuse involving staff or officers (either as victims or perpetrators).



Violence – including violence against women and girls (VAWG)

Violence and violent crime affects all sections of society. It has long been an operational priority for Police Scotland, but in recent times rates have been rising. This thematic inspection will consider how effectively policing in Scotland addresses violence and violent crime. It will also look at how well preventative approaches are embedded and co-ordinated. For example, Police Scotland is promoting a public health approach to violence as part of its National Violence Prevention Strategy. This is set out in the most recent three-year business plan.

Major crime investigation

Since the inception of Police Scotland, the organisation has built an enviable reputation in the investigation of major crime. This is particularly so in crimes of murder, where (at the time of writing) every such crime committed since 2013 has been solved. Its operating model for investigation of major crimes has, to date, adopted both a local and national approach, and this inspection will assess the effectiveness and efficiency of this operating model. This will include consideration of historical and unresolved major crimes.

Policing in the local community

In its 2030 vision, Police Scotland pledged to build frontline capacity and, in particular, to increase the capacity and capability of local policing teams. This cornerstone of policing was something respondents to our consultation often cited as being worthy of further scrutiny and assurance work. We know that work is underway to redesign local policing services (ensuring efficiency and effectiveness), and we will carry out an inspection to see if these changes are appropriate to the requirements of Scottish communities.

Operational Support Division

Operational Support Division (OSD) is a national division within Police Scotland. It provides a number of specialist services nationwide, and our review will investigate parity of access to these services across the country. In the last scrutiny period, we looked at the efficiency and effectiveness of Road Policing, and in this period we will focus on specific OSD areas highlighted within our consultation:

- **Air Support** – we will examine how Police Scotland is making best use of its air support capability and whether assets are being used and deployed in an ethical and safe manner, taking into consideration the introduction of emerging technologies, such as remotely piloted aircraft systems (drones).



- **Armed Policing** – Police Scotland previously commissioned the Police Service of Northern Ireland (PSNI) to conduct a review of culture and practices within Armed Policing. During this scrutiny period, we revisit this area of policing to assess and provide assurance on any changes brought in following that review.
- **Dogs & Horses** – Regardless of advances in technology in policing, service animals remain an integral part of policing tactics. We will assess the use of these service animals to determine whether this remains an effective and efficient means of supporting policing activity.

Policing serious and organised crime groups

The scourge of serious and organised crime (SOC) reaches into every corner of society in Scotland. Tackling it requires a co-ordinated approach with key partners – both inside and outside Scotland. We are aware of existing scrutiny of specific aspects of SOC (for example, the Investigatory Powers Commissioner’s Office) and have no wish to duplicate or affect such work. Rather, we aim to complement these efforts, by assessing the effectiveness and efficiency of the policing of SOC groups in Scotland. We will look, in particular, at the approach to tasking in this area, and the effectiveness of the local and national approach to tackling this.

Investigation of child abuse

Abuse of any kind against children is abhorrent and the protection of children from harm is, rightly, a priority for Police Scotland and throughout public services. While child abuse already receives significant scrutiny from HMICS, the Care Inspectorate, Healthcare Improvement Scotland (HIS) and others, we feel there may be added value in assessing Police Scotland’s response following allegations of abuse against children. This will include looking at preventative work.



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. We have identified the following areas for further scrutiny:

Crime audit

Compliance with crime recording standards and counting rules goes to the heart of public confidence – the public needs to trust that reported incidents and crimes are being recorded accurately and ethically. Independent assessments of crime recording have been regular features of our inspection programme and we carried out similar audits in 2013, 2014, 2016 and 2020.

We planned to undertake this audit in the previous scrutiny period, but – given the development of a single, national crime recording system – decided to move this work to the early period of this scrutiny plan. This will allow data to be drawn, for the first time in Scotland, from a single source, giving an opportunity to assess the effectiveness of the new system. The overarching 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 Standard and Counting Rules.

Sex offender policing units

In early 2025, the number of Registered Sex Offenders (RSOs) in Scotland totalled over 7000. Of these, over 5000 are being monitored in the community. The responsibility for this rests with the Sex Offender Policing Units (SOPU), based across Scotland's 13 local policing divisions. They are supported by a national SOPU, responsible for the governance, audit and compliance of the monitoring process in place to manage the risk posed by RSOs.

This inspection will take place during the term of this plan and will look at the process for monitoring and managing this risk, to determine whether it is appropriate and proportionate. We last inspected this area of policing in 2015.



Policing together

Following the announcement of institutional discrimination by the former Chief Constable Sir Iain Livingstone QPM in May 2023, Police Scotland has committed to becoming an anti-discriminatory organisation, with the existing Policing Together strategy (launched in 2022) acting as the key driver of this ambition. This review will seek to provide assurance of the progress of the Police Scotland journey under the Policing Together strategy and assess whether the anticipated level of progress has been made, both internally and externally in this area of policing so critical to public trust and confidence.

Change and transformation

The introduction of a single police service in Scotland kick started one of the most significant periods of change ever in the public sector. Since demand for change far exceeds supply (both in terms of resource and finance), the challenge lies in delivering a police service that remains fit for purpose, while making the best possible use of those resources.

This review will seek to provide assurance that the process for managing change and realising the associated benefits is in keeping with Police Scotland's 2030 Vision and is appropriately co-ordinated to provide a police service that is both efficient and effective.

Training and development 3 – probationer training

The training probationers receive at the beginning of their career with Police Scotland will shape their own careers and, ultimately, the culture and professionalism of the service as a whole.

Our review will focus on probationer training (following on from our previous inspection on Training and Development [Phase 1](#) and [Phase 2](#)). This review will look at initial training at the Scottish Police College, as well as training throughout the two-year probationary period.



Implementation of legislative change

Supporting the introduction and implementation of legislation has been an ongoing challenge for policing in Scotland for many years. It is incumbent on Police Scotland to ensure that the implications of new or amended legislation is understood from a range of perspectives including operational, technological, financial, and training and development, as well as its potential impact on resources. This review will assess the process within policing in Scotland for understanding and preparing the service for the implementation of new or amended legislation.



Collaborative reviews

We will continue to promote work with other scrutiny bodies and undertake joint inspection activity in areas where Police Scotland or the SPA work in partnership. We will contribute to shared outcomes with others (as set out in the [Crerar Review](#)), to support the development of effective and sustainable public services (see the [Christie Commission Report](#)).

Potential areas for inspection include:

Best Value

We will produce a joint Best Value audit in collaboration with Audit Scotland in the early part of this scrutiny plan, providing an overarching assessment of policing in Scotland.

The Police and Fire Reform (Scotland) Act 2012 places a duty on the Auditor General for Scotland (AGS) and inspectors of constabulary in Scotland to co-operate and co-ordinate activity with each other, with a view to improving how we carry out our respective functions. Both the AGS and HMCIC are committed to ensuring that our audit contributes to providing assurance that the SPA and Police Scotland are operating efficiently and effectively and delivering Best Value.

Joint inspection of custody centres

We continue to work with Healthcare Improvement Scotland (HIS) across police custody centres in Scotland, to inspect and assess the quality of custody centre operations and the provision of healthcare to people detained in custody. This is in line with our duty as a member of the National Preventive Mechanism (please see page 21 below for further details).

Since our initial baseline report on Healthcare in Custody was published in January 2023, HMICS and HIS have undertaken inspections of custody facilities in eight local policing areas (at the time of publication of this plan). Subject to ongoing funding, this programme will continue, providing the required assurance in this key area.



Services for children at risk of harm (CARH)

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

Adult support and protection (ASP)

Scottish Ministers requested that the Care Inspectorate lead joint inspections of adult support and protection in collaboration with HIS and HMICS. At the time of writing, this programme of work is scheduled for completion in July 2025, but we remain committed to collaborative scrutiny and will continue to work with our partners to drive improvement in this area.



Strategic reviews

These are short, sharp reviews, designed to minimise the impact on the area of inspection. These reviews provide assurance, identify issues and make recommendations for improvement. Where significant issues are identified, these reviews may lead to more directed scrutiny activity in the future. Our planned strategic reviews for 2025-28 are as follows:

Commonwealth Games 2026

In 2024, it was announced that Glasgow would host the 2026 Commonwealth Games. Full details of the scale of the event have yet to be announced (at the time of publication), but this is a global sporting event and will require significant planning and preparation from a policing perspective. Police Scotland has a strong track record in supporting the safe and successful delivery of such events, and we will undertake a rapid strategic review of planning for the policing of these Games.

This review will assess the:

- level of preparedness;
- governance arrangements; and
- resource planning,

both for the event itself and for business-as-usual policing of Scotland during the Games. We will liaise with Police Scotland Internal Audit, who will be undertaking a separate review of the planned finance, resource and operational controls of the Games.



National Preventive Mechanism

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 an 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 Independent Custody Visiting Scotland (ICVS), 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, to be laid before Parliament in accordance with our statutory obligations. We will provide copies of our reports to the bodies we scrutinise, and publish them on our website. Where we are directed by Scottish Ministers, we will report to them, and they will present those reports to the Scottish Parliament.

We will typically produce reports from our individual scrutiny activities through thematic reviews, audit and assurance reviews, and strategic 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 have 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.

Where our reports contain recommendations, we will publish a separate list of those recommendations (and their status) on our website. This will facilitate greater transparency, showing current progress on recommendations. Click [here](#) for the latest updates.



Our scrutiny plan 2025-28

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





Appendix 1 - individuals and bodies engaged with during consultation

List of organisations included in consultation process

| | |
|--|-------------------------------|
| Accounts Commission | Aberdeen City Council |
| Amnesty International | Aberdeenshire Council |
| Association of Scottish Police Superintendents | Angus Council |
| Auditor General | Argyll and Bute Council |
| British Transport Police | City of Edinburgh Council |
| British Transport Police Authority | Clackmannanshire Council |
| Care Inspectorate | Comhairle nan Eilean Siar |
| Accounts Commission | Dumfries and Galloway Council |
| Child Poverty Action Group | Dundee City Council |
| Children and Young People's Commissioner | East Ayrshire Council |
| Children's Hearings Scotland | East Dunbartonshire Council |
| Christian Police Association | East Lothian Council |
| Civil Nuclear Constabulary | East Renfrewshire Council |
| College of Policing | Falkirk Council |
| Community Justice Scotland | Fife Council |
| COSLA Police Scrutiny Conveners Forum | Glasgow City Council |
| Criminal Justice Inspection Northern Ireland | Highland Council |
| Crown Office and Procurator Fiscal Service | Inverclyde Council |
| Cyber and Fraud Centre Scotland | Midlothian Council |
| Education Scotland | Moray Council |
| Equality and Human Rights Commission | North Ayrshire Council |
| Garda Síochána Inspectorate | North Lanarkshire Council |
| Healthcare Improvement Scotland | Orkney Islands Council |
| HM Inspectorate of Constabulary and Fire & Rescue Services | Perth and Kinross Council |
| HM Inspectorate of Prisons for Scotland | Renfrewshire Council |
| HM Inspectorate of Prosecution in Scotland | Scottish Borders Council |
| HM Fire Service Inspectorate in Scotland | Shetland Islands Council |
| Improvement Service | South Ayrshire Council |
| Mental Welfare Commission for Scotland | South Lanarkshire Council |
| Members of UK Parliament for constituencies in Scotland | Stirling Council |
| Members of Scottish Parliament | West Dunbartonshire Council |
| Ministry of Defence Police | West Lothian Council |
| National Crime Agency | NHS Ayrshire & Arran |
| National Preventative Mechanism | NHS Borders |
| Police Investigations & Review Commissioner | NHS Dumfries & Galloway |
| Police Negotiating Board Scotland | NHS Fife |
| Police Scotland | NHS Forth Valley |
| Police Scotland Sikh Association | NHS Grampian |
| Poverty and Inequality Commission | NHS Greater Glasgow & Clyde |



| | |
|---|-------------------|
| Public Health Scotland | NHS Highland |
| Risk Management Authority | NHS Lanarkshire |
| Scottish Chief Police Officers Staff Association | NHS Lothian |
| Scottish Courts and Tribunals Service | NHS Orkney |
| Scottish Government – Justice Analytical Services | NHS Shetland |
| Scottish Government – Safer Communities Directorate | NHS Tayside |
| Scottish Housing Regulator | NHS Western Isles |
| Scottish Human Rights Commission | |
| Scottish Institute for Policing Research | |
| Scottish LGBTI Police Association | |
| Scottish Parliament Criminal Justice Committee | |
| Scottish Police Authority | |
| Scottish Police Disability and Carers Association | |
| Scottish Police Federation | |
| Scottish Police Muslim Association | |
| Scottish Public Services Ombudsman | |
| Scottish Women’s Development Forum | |
| Scottish Youth Parliament | |
| SEMPER Scotland | |
| UNISON | |
| Unite the union | |
| Victim Support Scotland | |
| Young Scot | |



Appendix 2 - scrutiny planning process

HMICS scrutiny planning process



*PESTELO - An acronym for a framework to analyse external factors that impact organisations (Political, Economic, Social, Technological, Environmental, Legal, Organisational)

**PEEL is the framework for analysis used by HMICFRS in England and Wales (Police effectiveness, efficiency, and legitimacy).



Given the size and capacity of HMICS, it would be impossible to inspect all the topics or areas of policing proposed in our consultation phase. In determining which inspection topics to include in the 2025-28 plan, we asked these key questions:

- 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 aspect of policing?
- Does this issue relate to an identified high-risk area?
- Does the issue have an impact on equalities or human rights issues?
- Will this reduce 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 that will specifically involve/affect those who deliver services?
- Does this specifically involve 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?

Using the questions set out above, and applying the professional judgement and experience of our team, we have identified those areas where we feel that our scrutiny activity will have the most impact. In line with our statutory obligation, this plan will be kept under review and may be amended where new information suggests an alternative area of policing as more suitable for inspection.



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About His 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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