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HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

# **Local Policing+ Inspection Programme Inspection of Greater Glasgow Division – Terms of Reference**

September 2018

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# HM Inspector of Constabulary in Scotland

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HM Inspectorate for Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012<sup>1</sup> and has wide ranging powers to look into the 'state, effectiveness and efficiency' of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA).

We have a statutory duty to ensure that 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 in 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 enable us to carry out our functions.
- When we publish a report, the SPA and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit.
- Where our report identifies that the SPA or Police Scotland is not efficient or effective (or best value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the SPA to take such measures as may be required. The SPA must comply with any direction given.
- 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 local needs.<sup>2</sup>

**This inspection will be undertaken by HMICS under section 74(2)(a) of the Police and Fire Reform (Scotland) Act 2012 and a report will be laid before the Scottish Parliament under section 79(3) of the Act.**

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<sup>1</sup> Chapter 11, Police and Fire Reform (Scotland) Act 2012.

<sup>2</sup> HMICS, [Corporate Strategy 2017-20](#).

# Our inspection

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## Aim

1. The aim of this inspection will be to assess the state, efficiency and effectiveness of local policing in Greater Glasgow Division and the treatment of, and conditions for, those detained in custody centres located within the division. It will also assess a plus element (+element), which will look at the issue of resource management for events in the division.

## Background

2. The Police and Fire Reform (Scotland) Act 2012 states that the main purpose of policing is to improve the safety and wellbeing of persons, localities and communities in Scotland. Localism is one of the Scottish Government's strategic policing priorities and underpins Policing 2026, Police Scotland's 10-year strategy for policing in Scotland. Localism was also reflected in the three objectives of police reform, which were to (i) protect and improve local services; (ii) create more equal access to specialist support and national capacity; and (iii) strengthen the connection between police services and communities.
3. Effective local policing is fundamental to the success of Scottish policing. It is the part of policing that interacts with the public on a daily basis and is essential in building good relations with people and communities across Scotland and improving their safety and wellbeing. Positive local relationships strengthen the legitimacy of Police Scotland to carry out its role. Effective local scrutiny and engagement are also essential to the success of policing, through the identification and agreement of local priorities and holding the local police commander to account for their delivery.
4. In 2014, HMICS commenced a rolling programme of local policing inspections. To date, six local policing divisions have been inspected (Fife, Ayrshire, Aberdeen City, Edinburgh, Dumfries and Galloway and Tayside). This programme provides a consistent means of assessing the quality of local policing across Scotland and has enabled us to report publicly on how well Police Scotland is delivering against local and national priorities. During our inspections, we have focused on the effectiveness of local scrutiny and engagement as well as the contribution policing makes to the wellbeing of communities. We have highlighted effective practice and, where relevant, made recommendations to support improvement.
5. In each of our local policing inspections, we have also selected a theme to examine in more depth. These themes, known as the + elements, have had national relevance but are examined through the lens of local policing. Previous themes have included, for example, the investigation of rape, the police response to missing persons, Police Scotland's approach to partnership working and firearms licensing.



## Greater Glasgow Division

6. Greater Glasgow Division covers three local authority areas (Glasgow, East Dunbartonshire and East Renfrewshire). Our inspection will involve assessing not only how effectively the division polices its area, but also how effectively and efficiently the local division is supported by national and regional structures and specialist resources.
7. By its nature, local policing covers a wide range of policing issues. To examine every aspect of how policing is delivered in Greater Glasgow would require significant time and resources and would place significant demands on the division. Early discussions with the divisional commander and key stakeholders, and a review of local documents, strategies and plans, will help refine the scope of the inspection and identify key lines of enquiry, including areas of potential good practice, risk and concern for further analysis. The key lines of enquiry will also take account of issues identified in previous local policing inspections. One key line of enquiry will be to consider Greater Glasgow's local approaches to policing initiative of trialling a crisis triage car.
8. Our key lines of enquiry will also be informed by a self-assessment being undertaken by the division in advance of our inspection.

## Police custody

9. During our local policing inspections, we also take the opportunity to inspect all police custody centres located in that division. These regular inspections of custody contribute to the United Kingdom's response to its international obligations under the Optional Protocol to the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by a National Preventive Mechanism (NPM), an independent body or group of bodies which monitor the treatment of and conditions for detainees. HMICS is one of several bodies making up the NPM in the UK.

## Resource management of events

10. The element to be examined as part of our inspection of Greater Glasgow Division is a review of how resources are deployed to events. We will assess the way in which Police Scotland allocates resources and whether the model used is efficient and effective.

## Methodology

11. Our inspection of local policing will be based on our inspection framework which ensures a consistent and objective approach to our work. The framework consists of six themes:


**Outcomes** – The division works to achieve outcomes that ensure communities are safe from crime, harm and disorder. The approach is supported by sophisticated performance management arrangements aligned to local policing priorities.

**Leadership and governance** – The division's leaders inspire, promote and support excellence, empowering staff to play their part with customer service, equality and diversity as primary drivers for service delivery.

**Planning and process** – Planning arrangements ensure the division has a clear understanding of local demands and is able to meet them by identifying emerging problems and implementing early interventions to prevent escalation.

**People** – People working in the division have the opportunity to realise their full potential in pursuit of the service's aims and objectives.

**Resources** – The division maximises the efficiency of its operational and physical resources, achieving savings while improving service delivery. There is equitable access to specialist resources.



**Partnerships** – The division works collaboratively with delivery partners at all levels towards achieving local priorities, strengthening the connection between the service and communities, and promoting measures to prevent crime, harm and disorder.

12. Following an initial period of scoping and planning our inspection, we will seek evidence from a range of sources including surveys of councillors involved in local scrutiny of policing as well as local stakeholders and service users; a review of data, strategies, policies and procedures; observation of divisional processes and meetings, including those done in partnership with other agencies; and interviews and focus groups with a range of police officers and staff, elected officials and partners. We will also take account of the self-assessment carried out by the division and any resulting action plan.

### **Publication and reporting timescales**

13. Our inspection of local policing in Greater Glasgow Division will take place from September 2018 to February 2019, with fieldwork taking place in November 2018. A report of our inspection will be published in early 2019. Our inspection of the +element will take place alongside the local policing inspection, and a separate report will be published in spring 2019.
14. Both reports will be laid before the Scottish Parliament under section 79(3) of the Police and Fire Reform (Scotland) Act 2012. Copies of our reports will be provided to the Scottish Police Authority, the Chief Constable and the Cabinet Secretary for Justice. Our reports will also be made publicly available on the HMICS website.
15. For further information about our Local Policing+ inspection of Greater Glasgow Division, please contact Roddy Irvine, Lead Inspector ([roddy.irvine@gov.scot](mailto:roddy.irvine@gov.scot)).

### **Gill Imery QPM**

HM Chief Inspector of Constabulary in Scotland  
September 2018