



HM Inspectorate of Constabulary in Scotland

ANNUAL REPORT 2024-25





HM Inspectorate of Constabulary in Scotland

HM Inspectorate of Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012 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).¹

We have a statutory duty to inquire into the arrangements made by the Chief Constable and the SPA to 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 approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.²







This annual report is produced under section 82(3) of the Police and Fire Reform (Scotland) Act 2012 and presented to Scottish Ministers for laying before the Scottish Parliament.

¹ Police and Fire Reform (Scotland) Act 2012, Chapter 11.

² HMICS, [Corporate plan 2025-28](#), March 2025.



Contents

	Page
 Introduction by HM Chief Inspector of Constabulary in Scotland	3
 HMICS vision, purpose, objectives and values – our plan on a page	10
 Approach to scrutiny	11
 Scrutiny activity during 2024-25	13
 Assessing the outcomes from our activities	18
 Facts and figures	20
■ HMICS staffing model 2024-25	
■ HMICS budget 2024-25	
■ HMCICS expenses 2024-25	
■ Public Services (Scotland) Act 2010, Section 31 reporting – Expenditure incurred during the year	



Introduction by HM Chief Inspector of Constabulary in Scotland



State of policing 2024-25

In the past year we concluded our first three-year scrutiny plan and consulted on a new plan outlining what we will do over the next three years. This was launched in March 2025, alongside a new three-year corporate plan and two inspection frameworks detailing how we will carry out our business. In setting out these areas of interest, we aim to provide Police Scotland, the Scottish Police Authority (SPA) and SPA Forensic Services (Forensic Services) with a clear understanding of which areas we will scrutinise in the coming years. This advance notice is designed to give those being inspected an opportunity to consider their own capacity and capability.

During this period, we have increased our reliance on the self-assessments

conducted by Police Scotland, the SPA and Forensics Services. The standard of these continues to improve and I am grateful for the work done both to improve their quality and to incorporate any learning from these into day-to-day delivery. We will continue to work collaboratively to ensure that what we ask for from those under scrutiny is proportionate to the expected outcomes.

In the past year, we have published a review of the SPA and reports on road policing, missing persons, and well-being. Our website also now includes a section where progress on recommendations is shown. This offers improved transparency, highlighting what work is needed to ensure that recommendations are met and improvements made.

In 2024-25, we carried out joint inspections on adult support and protection, children at risk of harm, and healthcare in custody. Our strong relationships (and a well-established willingness to collaborate with scrutiny partners such as the Care Inspectorate and Healthcare Improvement Scotland) provide opportunities to work across whole systems in some areas.



We have also begun work with HM Inspectorate of Prosecution in Scotland to look at the citations system in Scotland - from the point of witnesses being identified and interviewed by police officers, to the experience of all witnesses and victims - civilian, professional and police - being cited to attend court and provide evidence.

Such a collaborative approach allows a significant part of the system to be examined, although there is still a gap concerning the scheduling of cases, including the role in this of the Scottish Courts and Tribunals Service. I have previously highlighted the lack of an independent scrutiny body for this service. This limits how much scrutiny can be provided on this aspect of court attendance and the very real costs that arise from attending court (and not providing evidence) both to the public purse and Police Scotland's resource availability, as well as the financial and wellbeing impacts upon witnesses. Work begun by Police Scotland and the Crown Office and Procurator Fiscal Service has had a positive impact on the number of citations being sent to Police Scotland for delivery, and the summary justice programme work has also brought down the numbers of officers and witnesses being cited (and re-cited for cases that are adjourned). The efficiency improvements

will have a marked impact on witnesses and their experience of the criminal justice system, reducing the impact that adjournments and delays have upon victims and witnesses, enabling a more trauma-informed approach to the citations process.

Police (Ethics, Conduct and Scrutiny) (Scotland) Act

This year has seen the passage of the Police (Ethics, Conduct and Scrutiny) (Scotland) Act 2025 through parliament, with significant efforts made to establish a Bill that meets the remaining recommendations made in the Lady Elish Angiolini reports. The Bill team within Scottish Government has been adaptive and proactive; it included vetting aspects mentioned in previous HMICS reports, and built sections of the Act to address our recommendations that the Chief Constable be given the power to dismiss officers unable to sustain basic vetting standards. Work is continuing within Scottish Government to develop vetting and new Police Conduct regulations. HMICS continues to support this work while undertaking an assurance review of how Police Scotland and the SPA address incidents where officer or staff behaviour falls below acceptable standards.



The documents laid before parliament to guide progress of this Bill have articulated clearly why this legislation is important and why it should progress. However, the financial memorandum showing the estimated cost to affected parties from the new legislation has been less detailed, and those scrutinising the legislation in committee and in the main debating chamber have challenged the government on this.

I agree that too little consideration has been given to the wider impact of the legislation and how this could affect a number of organisations including Police Scotland, the SPA, the Police Investigations and Review Commission (PIRC) and the Crown Office and Procurator Fiscal Service. As part of our scrutiny plan, we will inspect how Police Scotland (and others) engage in the proactive work required to assess the likely cost and other demands that new legislation will bring, such as training and new equipment, alongside partnership working and the benefits to be gained from the proposals.

Scrutiny regime

We work closely with Audit Scotland and other scrutiny bodies across Scotland and have been looking into how we might bring more of a place-based focus to our collaborations. This is at an early stage, but I am committed to the Crerar principle of an effective scrutiny regime that leverages maximum improvement and reform, while minimising the resourcing required from those under scrutiny.

A full best value inspection of policing is ongoing, to be published within this financial year. I am mindful of comments made by the Auditor General about the wider reform of the public sector in Scotland in recent years, together with the Public Sector Reform Strategy published by the Scottish Government and expect this report to inform ongoing discussions about how we can collectively improve the delivery of public services.

Rise in serious organised crime group activity

It is clear that Police Scotland and Forensics Services face ever-increasing demands to investigate crime, manage major events and provide assurance to communities that any issues raised are addressed appropriately.



The early months of 2025 have seen a return of significant violence and disorder associated with serious organised crime groups. These events are often contained within a limited geographical area but on this occasion have stretched across the east and west regions of the country. Whilst Police Scotland's operational activity has resulted in a significant number of arrests; these attacks remind us of the transnational nature and risk posed by organised crime groups and the need for police and law enforcement agencies to work globally to target those involved in directing such activities. The reform of policing in Scotland has undoubtedly strengthened its ability to effectively tackle the threat from organised crime groups compared with legacy arrangements. However, the increasingly complex nature of such criminality also reinforces the need to ensure policing continues to have the resources required to protect communities across Scotland from those who seek to cause the greatest harm.

Nevertheless, the growing threat from organised crime groups (who seem not to care for the safety of the wider community) remains a significant concern. Whether it is the supply of drugs, organised immigration crime or efforts to legitimise their unlawful business, the primary aims of those involved in these

crimes is to gain money and influence over others.

The use of the Proceeds of Crime legislation is well established in Scotland, with £10,399,749 recovered in 2023-24. The CashBack for Communities programme, funded from Proceeds of Crime Act (POCA) seizures, has also had significant impact across communities, with its strong focus on prevention work, especially among young people on the fringes of criminality.

In England, Northern Ireland and Wales, POCA reporting agencies can and do receive money from the proceeds recovered from crime under the Asset Recovery Incentivisation Scheme (ARIS) ([Asset recovery statistical bulletin: financial years ending 2019 to 2024](#)). This shows that, in 2023-24, £243.3m was recovered from confiscation, forfeiture and civil recovery orders. From this, £98.1m ARIS funding was distributed to POCA agencies in the financial year ending March 2024. The Home Office encourages agencies to invest ARIS funds into areas that will increase asset recovery or, where appropriate, to fund local crime fighting priorities for the benefit of the community. ([User guide to Asset recovery statistics](#)).



This process is not applicable in Scotland. At a time of increasing demand, I would be encouraged to see conversations to consider if some funding could be released from seized assets to bolster the fight against organised crime and maintain Scotland's position as a top performer in this area.

Overall crime rates

Overall, recorded crime levels in the past year (2024-25) decreased slightly (less than 1 per cent) from 299,790 to 299,111. The recording of crime remains below what it was immediately before the pandemic (2019-20), and down 51 per cent from its peak in 1991. There was little change in non-sexual crimes of violence, decreasing by less than 1 per cent, from 71,473 to 71,170. Common assault (also down less than 1 per cent) makes up the clear majority of all non-sexual crimes of violence recorded in 2024-25 (83 per cent).

Sexual crimes increased by 3 per cent, from 14,484 to 14,892. These crimes are now at the second highest level seen since 1971, the first year for which comparable groups are available.

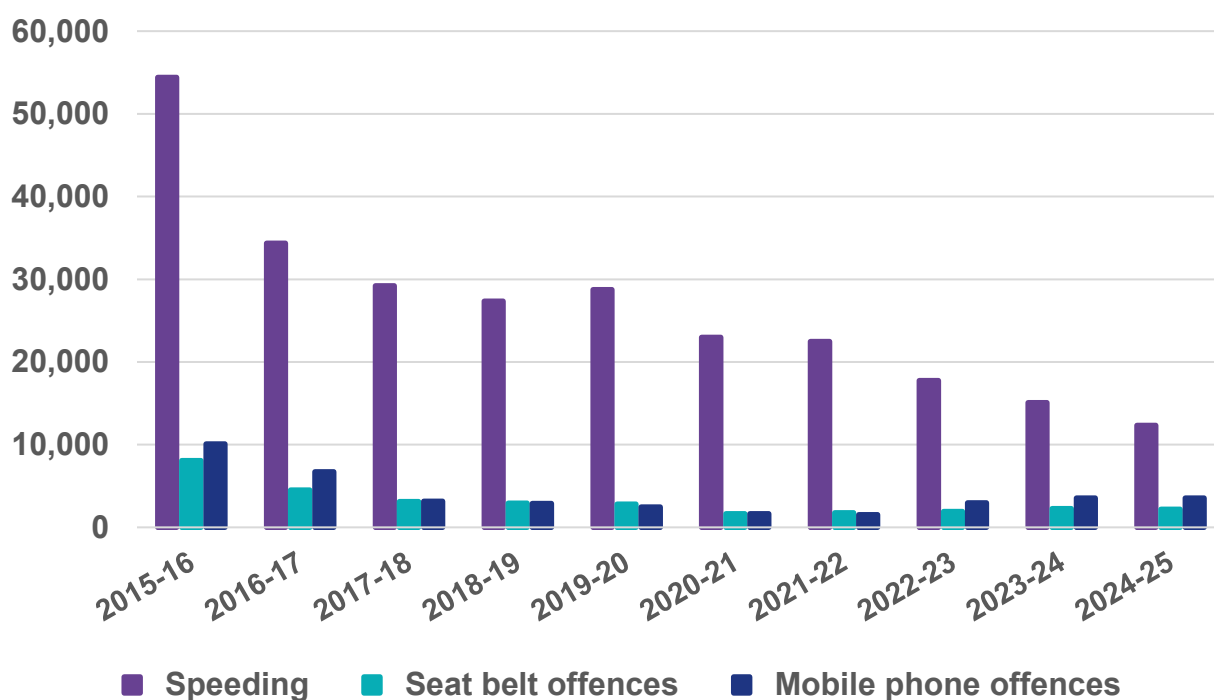
In 2024-25, an estimated 14,120 cyber-crimes were recorded by the police in Scotland. This was a decrease of 2,770

crimes (or 16 per cent) when compared to the estimated volume for 2023-24 (16,890). Levels remain significantly above the pre-pandemic year of 2019-20 (7,710 cyber-crimes).

Scottish Government estimates that cyber-crimes accounted for at least 5 per cent of total recorded crime in 2024-25, including 27 per cent of sexual crimes, 7 per cent of crimes of dishonesty and 3 per cent of non-sexual crimes of violence.

In 2024-25, the clear-up rate was 56.0 per cent, up from 54.1 per cent in 2023-24. For this year, crimes against society (93.8 per cent), non-sexual crimes of violence (68.4 per cent) and sexual crime (56.9 per cent) continued to have higher clear-up rates than crimes of dishonesty (35.1 per cent) and damage and reckless behaviour (31.0 per cent).

The recently-published statistics on recorded offences on the roads indicate that there has been a substantial drop over the past 10 years (see graph below). However, our November 2024 inspection of road policing highlighted the issue of reducing policing of the road network at a time when deaths on the road are increasing, and our concerns remain.



[Data drawn from Scottish Government Annual Accredited Official Statistics](#)

Enforcement, engineering and education are key to improving road safety outcomes on the roads. We are keen to see the delivery of an action plan from Police Scotland to tackle the recommendations in our report and improve enforcement. This should include a road safety training programme for those who have been caught through enforcement action but who would benefit from training, and we hope that this type of programme can be developed and delivered in Scotland soon.

Changes in the SPA

In January of 2025 Martyn Evans concluded his time as chair of the Scottish Police Authority. His effective governance of the authority has been commented on

in the inspection of the SPA in 2024. One of the concerns mentioned in the report was the transition between the outgoing chair and his successor. We are pleased that the process has been run effectively and the new chair, Fiona McQueen CBE, has settled in to the role very quickly and effectively. This continuity of senior leadership is crucially important and we are aware of the ongoing changes in the SPA with the current Chief Executive about to retire and be replaced by one of her deputies. The impact of both the former chair and the CEO have been positively commented on in previous reports but is worth reiterating that the task they have undertaken over the last 5 years has moved the organisation forward significantly.



Conclusion

Policing in Scotland is a complex and multifaceted activity. Police Scotland has been on a 'reform journey' ever since its formation in 2013, but there are still opportunities for a redesign that will meet future budgetary challenges (these opportunities are included in the change programmes supported by the current three-year business plan). The strategy for 2030, endorsed by the SPA, requires careful management and alignment of the change portfolio to ensure that this is delivered. This will also mean that any change programmes that are not required by law, or any that do not add to delivery of the strategy, must fully be reconsidered and closed. I am equally clear that such a reform journey cannot simply be a further reduction of capability within policing.

The work that is underway to improve the organisation further will be challenging and it will take time to deliver outcomes. These outcomes based on the Police Scotland 2030 strategy should be reported in a clear and unambiguous manner to ensure visibility of the continued efforts of the service to improve. This has to be done while continuing to offer the high quality of service that the people of Scotland demand and deserve. Our role is to strive to improve policing, and we welcome the work done by Police Scotland, the SPA, Forensic Services and

the wider justice system to continually improve, despite the challenges they face. This requires strong leadership and significant resilience, and we recognise this in the Service and partner bodies.

Craig Naylor

His Majesty's Chief Inspector of
Constabulary

August 2025

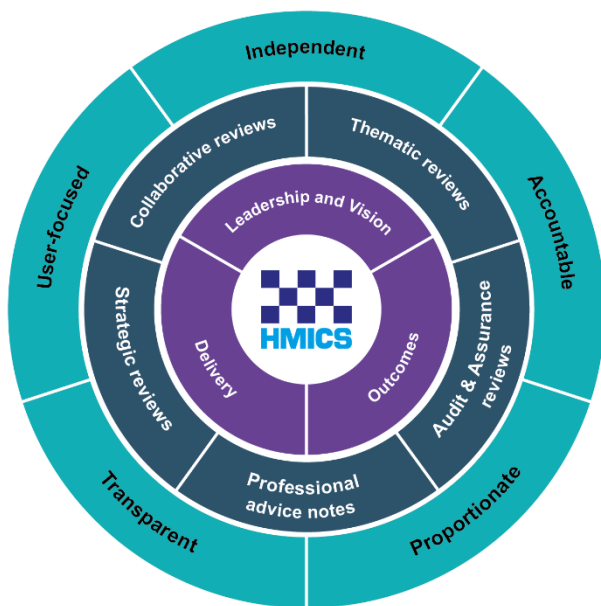


HMICS' vision, purpose, objectives and values





Approach to scrutiny



We conduct our business in accordance with our values, acting independently and proportionately, focusing on how the needs of the public are served by Police Scotland, its stakeholders and the partners with whom it works. We work in an open and transparent way, and are fully accountable for what we do. We make efforts to work with cross-sector scrutiny partners and take account of the Crerar report from 2007.

Our inspection framework

Our inspection framework is based on the European Foundation for Quality Management (EFQM) Excellence Model and Best Value Characteristics. The purpose of the framework is to support lead and associate inspectors to take a common and objective approach to assessing policing in Scotland. The framework can be used in its entirety, or selected and adapted so that the key themes and sub-elements reflect the purpose of the inspection to be undertaken.

During 2024, we reviewed our corporate plan and inspection frameworks, together with our methodologies, governance and joint working with other public and scrutiny bodies. We will review our frameworks following each inspection and at the conclusion of our evaluation of the inspection meeting. This allows for continuous improvement of our methodology, and lessons to be learned from those we inspect and work alongside. Our corporate plan, inspection framework and custody inspection framework covering the period 2025-28 were published in March 2025.



Scrutiny plan 2025-28

Our scrutiny plan sets out how HMICS aims to meet its statutory purpose to inquire into the state, efficiency and effectiveness of both Police Scotland and the SPA. It was published in terms of Section 75 of the Police and Fire Reform (Scotland) Act 2012 and sets out our scrutiny priorities from April 2025 to March 2028.

This plan is designed to provide a forward look for planning purposes for Police Scotland and the SPA. It will be kept under review during the three-year period to ensure that any new and emerging issues can be addressed appropriately. Our approach is to support Police Scotland and the SPA to deliver high-quality, effective services that are continually improving, effective, responsive to local needs and providing best value.

We undertook public and stakeholder consultation to consider the areas that are of most interest to scrutinise in the forthcoming three-year period. Our approach will build upon our previous plan and articulate the understanding we have from inspections, stakeholder engagement and wider environmental scanning.

Partnership working

We continue to work closely with our partners in our role as a member of the Strategic Public Sector Scrutiny Network (SPSSN). The SPSSN promotes collaboration among Scotland's main public sector scrutiny bodies by identifying shared risks, priorities and learning. It holds public bodies to account and aims to support improvement in the effectiveness, efficiency and impact of public services for the people of Scotland. Scrutiny bodies involved include the Accounts Commission; Audit Scotland; Education Scotland; the Care Inspectorate; Healthcare Improvement Scotland; His Majesty's Fire Service Inspectorate for Scotland; His Majesty's Inspectorate of Prisons for Scotland; His Majesty's Inspectorate of Prosecution in Scotland; and the Scottish Housing Regulator. We are also a member of the UK National Preventive Mechanism (NPM), contributing to the UK's response to its international obligations under the UN Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).



Scrutiny activity during 2024-25

Inspection Reports

Thematic inspection of road policing in Scotland

The aim of this inspection was to assess the state, efficiency and effectiveness of the delivery of road policing arrangements in Scotland. The resultant inspection report is based on a comprehensive review, which involved engaging with specialist road policing officers and local policing officers across Scotland. We also met with partners and other key stakeholders. We were particularly grateful to have the assistance of charitable organisations who support vulnerable road users and people who have been affected by serious road collisions. We visited other UK police services, highlighting best practice from other areas. The report outlines key findings and we found some very positive partnership working arrangements (we were particularly impressed by the professionalism and commitment of the road policing officers we engaged with). Our recommendations are intended to strengthen the partnership approach to road safety and road crime, so that Scotland's roads are made safer.

Thematic inspection of police response to missing persons in Scotland

The aim of this inspection was to assess the state, efficiency and effectiveness of the police response to missing persons in Scotland. This comprehensive review involved engaging widely with police and partners through interviews, focus groups and onsite visits. Further inspection activity included a review of calls made to police service centres and an audit of the national missing persons application used by police to record incidents and guide investigations. Our key findings highlight the very positive police practice found during our inspection and our recommendations are intended to contribute to the ongoing efforts of police and partners to achieve better outcomes for missing people and their families.



Strategic review of the Scottish Police Authority

The aim of this strategic review was to assess the state, efficiency and effectiveness of the SPA in fulfilling its core role and meeting its statutory obligations, based on a self-evaluation conducted by the SPA. These obligations are to:

- maintain the Police Service
- promote the policing principles
- promote and support continuous improvement in the policing of Scotland
- keep under review the policing of Scotland
- hold the Chief Constable to account for the policing of Scotland.

Frontline focus – wellbeing

In developing HMICS's scrutiny plan in 2022, we committed to engaging with those working on the frontline to better understand the experience of officers and staff who directly provide service to our communities. This was intended to be a short, sharp focus where the voice of the frontline could be heard directly; a 'frontline focus.' This intention formed the basis of our inspection design, which focused on engaging with those on the frontline (across different geographical and business areas) who deliver services to the public, 24/7, 365 days a year.

During our inspection, it became clear from conversations with officers and staff that a light touch approach was not sufficient, and that we needed to do more to reflect their views. As a result, this report maintains the focus on the frontline, but in more depth than initially intended.

Joint scrutiny activity

Joint inspections of adult support and protection services

Since the publication of the last annual report, work has progressed at pace on joint scrutiny of adult support and protection (ASP) services. These joint inspections, led by the Care Inspectorate in collaboration with HMICS and Healthcare Improvement Scotland, form part of a national inspection programme that seeks to focus on whether adults at risk of harm within a specific geographic partnership area are safe, protected and supported. This culminated in the production of an overview report, which was published in August 2023. This report provides a national baseline of how effectively partnerships are ensuring that adults at risk of harm are safe, supported and protected.



The overview report also provides the platform for a second phase of the programme, which began in August 2023 and is expected to be completed in July 2025. This phase has identified four priority areas of focus for the joint scrutiny team, as follows.

- **Year 1** - Revisit those partnerships that were previously inspected in 2017-18. This will provide an updated national picture of the partnerships inspected during that initial phase and allow for an assessment of whether progress and improvements have been made during the interim period.
- **Year 1** - Working with scrutiny partners and ASP partnerships, develop a Quality Improvement Framework (QIF) that will support an improved and more consistent national approach to self-evaluation across a number of key areas relating to adults at risk of harm.
- **Year 2** - Review of improvement plan progress in those partnerships where areas for improvement identified during the initial inspection outweighed strengths.
- **Year 2** - This workstream, which has been led by HMICS and supported by scrutiny partners, is working with voluntary partnership areas (and using the newly developed QIF) to explore and evaluate the delivery of early interventions and preventative approaches within ASP arrangements through a supported self-evaluation approach. We will consider the impact of these key tenets, and the associated overlay of trauma-informed approaches, to understand how service delivery influences outcomes for adults at risk of harm.
- A report will be completed in August 2025 for consideration by government, stakeholders and scrutiny partners as to the future progress of inspection of ASP.



Joint inspection of services for children and young people at risk of harm

HMICS has continued to work with the Care Inspectorate, Healthcare Improvement Scotland and Education Scotland, completing three inspections over the past year.

The remit of these joint inspections is to consider the effectiveness of services for children and young people up to the age of 18 who are at risk of harm. The inspections look at the difference community planning partnerships (statutory partnerships including local authorities, health, policing and other service delivery bodies) are making to the lives of children and young people at risk of harm, and their families.

As per previous years, the inspections cover specific geographical areas and perform a key role in supporting services for children and young people. The partnership areas inspected in the current reporting period are published on the Care Inspectorate website.

In addition to the geographical inspection work, the Scottish Government requested that the Care Inspectorate lead a strategic review, supported by HMICS and other scrutiny partners, of the experiences of children and young people living in cross-

border placements (i.e., placed in residential care settings in Scotland from other UK jurisdictions). HMICS supported this strategic review by engaging with key police partners to report on the impact of cross-border placements. It this report was published on the Care Inspectorate website.

Healthcare provision within police custody centres in Scotland

HMICS and Healthcare Improvement Scotland conducted a baseline assessment of healthcare in custody in 2022/23. Following the publication of this report, agreement to fund and implement a scrutiny programme delivered by both agencies was sought and agreed.

We found from our initial assessment there was a concerning lack of service in some custody centres. This is concerning and leads in some places to a basic service, where those brought into custody are simply delivered safely to the exit door of a police station or the court. Such low levels of service do not meet the needs of many of those who are brought into custody, and the opportunity to deliver service, or referral for service, to the large number of people with mental health or substance abuse challenges must be taken.



We fully support such a preventative approach and, as a result, our inspections will be shared with Community Justice Scotland at an early stage, to ensure that there is an understanding of the pathways and mechanisms in place in local areas to support the most vulnerable on release from custody.

It is our intention to conduct a review of the findings from the existing reports during 2025 and use this to attempt to influence improvement through sharing the lessons learned across the Police Scotland custody estate and with all service providers of healthcare in the police custody arena.



Assessing the outcomes from our activities

HMICS activity is aligned to those values detailed within the Scottish Government's National Performance Framework, namely: we are a society that treats all our people with kindness, dignity and compassion, respects the rule of law and acts in an open and transparent way.

Our activity seeks to support the achievement of the national outcomes. In particular:

- We live in communities that are inclusive, empowered, resilient and safe
- We live in communities that are creative and their vibrant and diverse cultures are expressed and enjoyed widely
- We grow up loved, safe and respected so that we realise our full potential
- We respect, protect and fulfil human rights and live free from discrimination.

The purpose of our work is to add value and support continuous improvement in the delivery of policing in Scotland. Where relevant, we will make recommendations to Police Scotland and the SPA that aim to improve policing. Through engagement, these recommendations are regularly reviewed and will benchmark change.

Throughout the course of 2024-25, HMICS carried out a number of inspections, both individually and with other inspection bodies, and made a total of 52 recommendations to Police Scotland and the SPA.



The status of our recommendations from April 2024 to March 2025 is set out below:

Body	New recommendations	Closed recommendations	Recommendations remaining
Police Scotland	51	42	106
Scottish Police Authority	1	0	1
Scottish Police Authority Forensic Services	0	3	5
Scottish Government	0	5	4
Joint	0	8	15
TOTAL	52	58	131

Our 2024 annual report showed that a number of recommendations were outstanding, following reports published in 2018. We are now able to report that all but three of these have progressed to closure, with just one remaining for Police Scotland and two for Scottish Government.

The launch of our new website allows stakeholders and members of the public to view the progress of recommendations. While it doesn't set out details of the work being undertaken, it does show review dates, proposals for closure, and which ones have been closed, thus providing an overview of the status of all recommendations. Recommendations for individual inspections (and their status) can be viewed in the section of the website containing the inspection report.

HMICS website

In our 2021-22 improvement programme, we identified the HMICS website as an area for improvement. We wanted not simply to update the available information, but to present a more transparent view of the work we do, with greater interactivity for visitors.

During 2023-24, we were advised that Scottish Government would stop providing the website facilities; the subsequent procurement exercise has resulted in the creation, update and publication of our new website. This is regularly checked to ensure that it meets accessibility standards and provides useful public-facing information.



Facts and figures

HMICS staffing model 2024-25

The position of HM Chief Inspector of Constabulary in Scotland (HMCIC) is held by Craig Naylor who leads the following team:

Mark Hargreaves (until April 2025) Brian McNulty QPM (TRS)	Assistant Inspector of Constabulary
Christina Yule (until October 2024) Ray Jones Dr Annie Crowley Maggie Pettigrew Jill Harper (until August 2024) John Paterson (from August 2024)	Lead Inspectors
Rhona Ford	Head of Business Management and Inspection Support
Pam Colvin Debbie Kyle	Inspection Co-ordinators
Joanna Gardner Ioanna Kiriklidou	Design Managers and Inspection Support
Keri-Anne Balfour	Business Support Manager
Rebecca Duncan	Executive Support Officer
Patricia Clark (until November 2024) Martin McCole (until November 2024) Carly Bryce (from November 2024) Craig Nicholson (from November 2024)	Support Inspectors



Further details about the team can be found on the ‘Our Team’ section of our website. We continue to strengthen our capacity for inspection and to engage the services of associate inspectors from a range of backgrounds including policing, local government and academia. These inspectors provide specialist skills and experience to augment our inspection teams as required.

HMICS budget 2024-25

HMICS is funded entirely by the Scottish Government in respect of staff, accommodation, equipment and other expenses. Our budget for 2024-25 was £1,123,000. In addition, we received a credit of £449,000 for project work, together with £107,000 (reimbursed by the Care Inspectorate) for our contribution to the ASP inspection programme. Therefore, our available budget for 2024-25 was £1,679,000. Our spend for the year was £1,647,936 which represents an underspend of £31,064.

HMCIC’s expenses 2024-25

The total expenses incurred and claimed by HM Chief Inspector of Constabulary in Scotland in the financial year 2024-25 was £589.54.

Public Services (Scotland) Act 2010, Section 31 reporting – expenditure incurred during the year

Public relations (salary for HMICS part time staff)	£53,801
Overseas travel	£0
Hospitality and Entertainment	£456.64
External consultancy	£732.00



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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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