

Scrutiny Plan 2022 - 2025

December 2022



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Introduction

In April 2022 HMICS published a three-year scrutiny plan for the years 2022-25. This is the first time that a three-year plan has been consulted, developed and implemented. The work undertaken to understand the key issues facing policing in Scotland was of greater depth and wider scope than previous versions thus giving greater weight to the plan.

The plan has been welcomed by key stakeholders in terms of both the topics to be assessed and the forward plan that allows for Police Scotland and the Scottish Police Authority to consider their own capabilities and to self-evaluate against the key areas that HMICS will inspect. This deliberate approach is aligned to both a desire for continuous improvement and adoption of the EFQM (European Foundation for Quality Management).

Since the launch of the plan there have been considerable unpredicted changes within the HMICS staffing cadre which, given the size of the organisation has impacted on timelines.



Progress to date

In terms of the first year of our plan, HMICS has published assurance review reports on [Strategic Workforce Planning](#) and the implementation and delivery of the [Contact Assessment Model](#). Police Scotland and the SPA have welcomed the reports and are now working towards action plans to deliver change and improvement against the recommendations and areas for development.

The Domestic Abuse Phase One inspection has taken longer to deliver than expected, primarily due to the amount of engagement with victims and those who support them. This significant piece of work looks closely at the victim's journey and draws from engagement with victims, support organisations and professionals who engage with Police Scotland in supporting them.

A joint inspection of diversion from prosecution is underway in partnership with HM Inspectorate of Prosecution in Scotland, Care Inspectorate and HM Inspectorate of Prisons for Scotland. Work is ongoing and it is expected to report in early 2023. A key element of the justice strategy, in addition to reducing re-offending, is ensuring that those cases that require to be prosecuted are in the court system as quickly and effectively as possible. Diversion from prosecution is an effective method to address criminal behaviour at an earlier point, reducing demand on courts and delivering justice in a timely and proportionate manner. This inspection considers the process and procedures to deliver these interventions and how the outcomes can be improved.

Healthcare in custody has been delivered by NHS services across Scotland since 2014. Until this year there has been no inspection of this critical service nor an accurate understanding of the service provision across Scotland. A baseline assessment has been undertaken by Healthcare Improvement Scotland and HMICS to define the level of service and capability across the custody facilities and to outline a methodology for inspection in future years. It is anticipated that this will be published in January 2023 with two custody inspections being completed by the end of the financial year. It is our intention to undertake a programme of three joint inspections per year going forward to meet our obligations under NPM/OPCAT.



HMICS has a long-standing commitment to collaborate with the Care Inspectorate, Healthcare Improvement Scotland and Education Scotland on joint inspections of services for children and young people. We continue to be active participants in the joint inspection programme, led by the Care Inspectorate and recognise the drive across all local authority areas and partner organisations to improve the services provided and achieve the best outcomes for children at risk of harm.

Scottish Ministers requested that the Care Inspectorate lead joint inspections of adult support and protection in collaboration with Healthcare Improvement Scotland and His Majesty's Inspectorate of Constabulary in Scotland. The programme is ongoing and will continue throughout this scrutiny period and into 2023. A business case is currently being prepared to look at phase 2 of this work when an initial inspection of all local authority areas has been completed.



Updates to our programme

Scottish Police Authority Forensic Services provides the facility to forensically examine blood samples from drug driving cases where an initial swipe or other intelligence has identified a driver who is believed to have consumed drugs and driven a motor vehicle. In May 2022 it became apparent that there were difficulties with the timely analysis of samples in such cases. HMICS accepted a commission to undertake an inspection into this issue, and we plan to complete the work in Year 1 of our plan. This inspection is in addition to our planned scrutiny programme and has impacted the delivery of other work (see [Scrutiny plan overview](#))

The planned thematic inspections of Organisational Culture and Mental Health will still commence in Year 1 of the plan, but will crossover into Year 2, thus having an impact on capacity in that year. Our planned Frontline Focus reviews for Year 1 - Role of a frontline officer and Tools of the trade - will move to Years 2 and 3 respectively with the topic of Wellbeing brought forward from next year into Year 1, to better align with our Organisational Culture inspection. Our planned Phase 2 inspection of Domestic Abuse will now take place in Year 2 and the SPA validated self-evaluation will also move to Year 2.

In terms of Year 2 we will move our Training and Development Phase 3 inspection (Probationer Training) to Year 3, with a Frontline Focus on Training acting as a scoping exercise. We will prioritise our planned inspection on Drugs Harm Reduction from Year 3 to start in Year 2 and move SPA Forensics into Year 3 to allow for improvements after the Forensic Toxicology review. Domestic Abuse Phase 3 will also move to Year 3 as this is a joint inspection with HM Inspectorate of Prosecution in Scotland. These changes will impact Year 3 capacity as work on Cyber and Online Fraud and Frontline Focus will all crossover into the following year.

We will retain our planned assurance reviews of Conduct, Missing Persons and Strategy and Performance in the Year 2 plan.

In terms of Year 3, we will defer our planned Crime Audit into Year 1 of our next 3-year programme to allow for full implementation of the new national police Crime Management System. Our planned thematic inspection of the Operational Support Division will still commence in Year 3 but will crossover into Year 1 of the new programme.



We will retain our planned thematic inspections of Public Contact and Engagement and People and Development Processes in Year 3 of the plan.

HMICS accepts that the programme will evolve and require to take account of unplanned work and changes in the scrutiny risk environment. We maintain our commitment to regularly review the programme in consultation with our key stakeholders.



Scrutiny plan overview

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



* Inspection work will overlap into the next year.