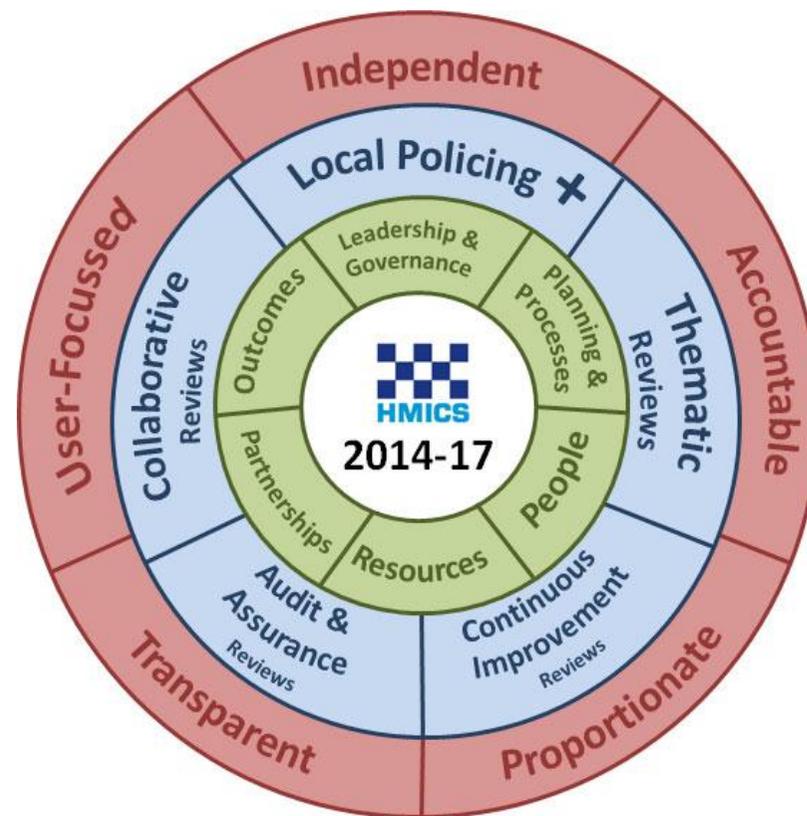




HM Inspectorate of Constabulary
in Scotland

CORPORATE STRATEGY 2014-17

Improving Policing across Scotland



INTRODUCTION



Our Corporate Strategy for 2014-17 sets out how HM Inspectorate of Constabulary in Scotland (HMICS) will operate over the next three years. We will build on 157 years of history as a credible, competent and collaborative inspectorate that adds value and strengthens public confidence in Scottish policing. Our statutory purpose is to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority.

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

Unprecedented changes in policing and the creation of a single Scottish police service in April 2013 has led HMICS to fundamentally review how we do our business. Our Corporate Strategy shows how we will meet our obligations in this new policing landscape under the *Police and Fire Reform (Scotland) Act 2012*. We have extensive powers underpinning our purpose and these will allow us to work effectively with Police Scotland and the Authority.

As a values-led organisation, we will continue to conduct our business in a way that is independent, accountable, proportionate and transparent. We will also remain focussed on the needs of users. We have developed a new approach to our scrutiny activities with a particular emphasis on local policing. This will give us a consistent means of assessing the quality of local policing across Scotland and allow us to report publicly on how well Police Scotland and the Authority are delivering against local priorities and their responsibilities to keep people safe. We will continue to use Thematic Reviews to examine cross-cutting issues. These will provide opportunities to work with others to consider emerging issues and provide evidence for

future policy development. Our Scrutiny Plan will also include Joint Inspection activity in areas where Police Scotland or the Authority work in partnership with other agencies and contribute to shared outcomes.

We will introduce a new programme of Continuous Improvement Reviews, working closely with both Police Scotland and the Authority to report on how effectively they meet their obligations to deliver best value and continuous improvement. We will also conduct Audit and Assurance Reviews to scrutinise in more detail areas where there is a need to ensure accurate and ethical recording or provide targeted assurance over key processes in high risk areas.

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

HMICS will publish an annual Scrutiny Plan setting our priorities and proposed inspection activity for each fiscal year. We will also publish our Annual Report at the end of the fiscal year and lay it before the Scottish Parliament. The Annual Report will summarise our activities and comment on the overall state, efficiency and effectiveness of policing in Scotland, and on the performance of Police Scotland and the Authority.

As an organisation, HMICS must demonstrate continuous improvement and operate in a way that it is consistent with our values. Accordingly, we will review our internal operations each year and produce an annual Improvement Plan enabling us to develop our capability and capacity and fulfil our purpose within our allocated budget.

Derek Penman
HM Inspector of Constabulary in Scotland



OUR PURPOSE

HM Inspectorate of Constabulary in Scotland (HMICS) is established under the *Police and Fire Reform (Scotland) Act 2012*ⁱⁱ and has wide ranging powers to look into the “state, effectiveness and efficiency” of both Police Scotland and the Scottish Police Authority, including Forensic Servicesⁱⁱⁱ. We also have a statutory duty to ensure that the Chief Constable and the Authority meet their obligations in terms of best value and continuous improvement^{iv}. If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate^v. We also have an established role providing professional advice and guidance on policing in Scotland.

Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions^{vi}. The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions^{vii} and must comply with any reasonable request that we make. When we publish a report, the Authority and the Chief Constable must consider what we have found and take such measures, if any, as they think fit.^{viii} Where we make recommendations, we will follow them up and report publicly on progress.

We work with other inspectorates and agencies across the public sector to share specific expertise or jointly examine areas where Police Scotland works in partnership with other agencies and contributes to shared outcomes. We co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.

We aim to add value and strengthen public confidence in Scottish policing through independent scrutiny and objective evidence-led reporting about what we find. Where relevant, we will make recommendations to Police Scotland and the Authority to improve policing. We will also identify good practice that can be rolled out across Scotland.

OUR VALUES

As a values-led organisation, we will conduct our activities in a way that is:

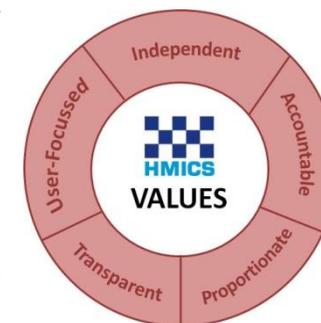
Independent - We will always act independently and publish impartial and objective reports. Our professional advice will be informed and unbiased. HM Inspector of Constabulary in Scotland is appointed under Royal Warrant and is independent of Scottish Government, Police Scotland and the Scottish Police Authority.

Accountable - We will be accountable for what we do and will justify our actions and reports by evidence. We will publish our statutory reports^{ix} to the Scottish Parliament and submit ourselves to whatever scrutiny is appropriate to our function.

Proportionate - We will ensure our scrutiny is proportionate and that we only inspect what is necessary to achieve our statutory purpose. We will minimise the burden on those we inspect and focus our activities through informed risk assessment to ensure what we do is effective and efficient.

Transparent - We will be open in what we do and give reasons for our decisions. We will publish our reports and restrict information only when the wider public interest clearly demands it.

User Focussed - We will align our scrutiny to the needs of service users and co-operate with other scrutiny authorities. We will meet our responsibilities under the *Public Services Reform (Scotland) Act 2010*, by continuously improving our user focus in the design and operation of our functions. We will promote equality and respect for diversity in everything we do. Within all our inspections and reviews, we will give consideration to inequality and, where identified, make recommendations to improve experiences for service users and in support of the public sector equality duties.



OUR APPROACH TO SCRUTINY

We will publish an annual **Scrutiny Plan** outlining our priorities and scrutiny activities for the fiscal year ahead. This Plan will be developed through consultation with our stakeholders and informed by an objective assessment of policing performance and risk. We will keep the Plan under continuous review and will make it accessible to those who are likely to have interest in it, maintaining an up to date copy on our website.

Our scrutiny activity will follow a new approach which takes account of the Crerar^x review, Christie^{xi} report and supports production of the National Scrutiny Plan^{xii} by Audit Scotland on behalf of the Accounts Commission.



Local Policing+

The three objectives for Police Reform^{xiii} were (i) *to protect and improve local services*, (ii) *to create more equal access to specialist support and national capacity*, and (iii) *to strengthen the connection between police services and communities*.

As a consequence, HMICS has developed a new approach to scrutiny and will introduce a rolling programme of Divisional policing inspections entitled *Local Policing+*. This will provide a consistent means of assessing the quality of local policing across Scotland and enable us to report publicly on how well Police Scotland is delivering against local priorities and keeping people safe. We will focus on the effectiveness of local scrutiny and engagement as well as the contribution policing makes to the well-being of communities. This will include an assessment of Partnership, Prevention, Performance and People in support of the wider Scottish Public Service Reform^{xiv} characteristics. We will capture innovation and good practice and, where relevant, we will make recommendations to drive policing improvement.

Through our local inspections, we will review the effectiveness and efficiency of both national and regional structures, and the provision of specialist policing across Scotland. Our *Local Policing+* programme will allow sufficient flexibility to respond to new and emerging issues that arise and would benefit from our scrutiny. These issues will be identified through our stakeholder engagement and our scrutiny risk assessment. We will publish full reports for each of our local policing inspections and also short, accessible summary reports to inform local communities how well their local police Division is performing.

Thematic Reviews

We will continue to use *Thematic Reviews* to scrutinise cross-cutting issues that benefit from a more holistic review or where we choose to inspect major functions that fall outwith the scope of *Local Policing+*. We will publish full reports for each of our Thematic Reviews, capturing innovation and good practice and, where relevant, making recommendations that drive improvement. Moving forward, our Thematic



Reviews may provide opportunities to work with others to consider new issues or emerging threats and provide evidence for future policy development.

Continuous Improvement Reviews

We will introduce a new programme of *Continuous Improvement Reviews*, working closely with Police Scotland and the Authority to report on how they are meeting their obligations to secure best value and continuous improvement^{xv}. We will monitor delivery against the Police Scotland Corporate Strategy and Delivery Plans and comment on the effectiveness of governance in key areas of Finance, People, Technology and Organisational Support. We will also independently assess how well Police Scotland and the Authority are delivering against the Strategic Police Priorities set by Scottish Ministers and against their published Strategic Police Plan and Annual Policing Plans.

We will publish concise reports for each of our Continuous Improvement Reviews, highlighting the activity that was undertaken and our commentary. These Reviews will inform our wider assessment of how well Police Scotland and the Authority have met their obligations to secure best value and continuous improvement, and we will publish a summary of our findings in our Annual Report.

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

Audit and Assurance Reviews

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

We will publish concise reports for each of our Audit & Assurance Reviews, highlighting our findings and any recommendations. These

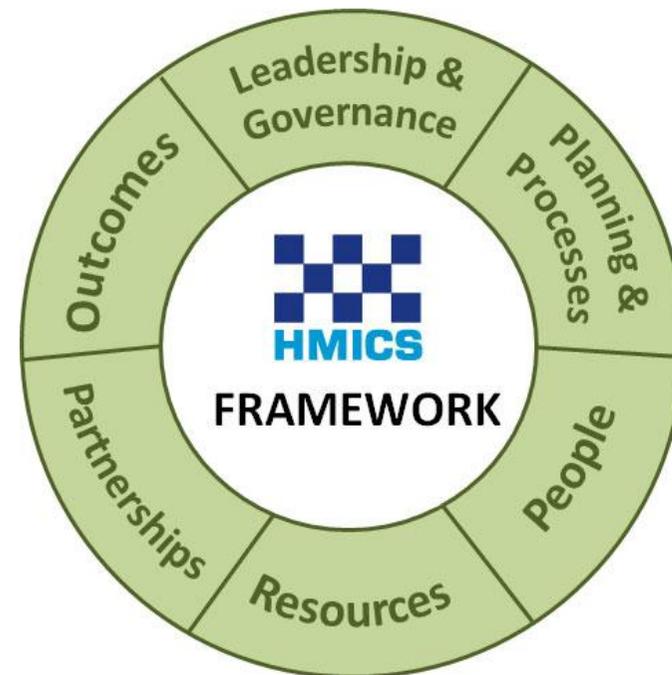
Reviews will also inform our wider assessment of how well Police Scotland and the Authority have met their obligations to secure best value and continuous improvement, which we will publish in our Annual Report.

Collaborative Reviews

We will continue to work with other scrutiny bodies and undertake Joint Inspection activity in areas where Police Scotland or the Authority work in partnership and contribute to shared outcomes with others.

OUR FRAMEWORK

Our new approach to inspection will be supported by the introduction of a new Scrutiny Framework, which will provide structure to our activities and the means to consistently and objectively assess policing in Scotland.



Our Framework was informed by the Public Sector Improvement Framework self-evaluation model, an approach used in many public sector settings. The self-evaluation model was adapted to provide a scrutiny framework model suitable for the inspection of elements of policing or the Authority. It will form the basis of any inspection and is also sufficiently flexible to be adapted so that the key themes and sub-elements reflect the purpose of the inspection to be undertaken. The framework will support HMICS when conducting inspections by providing a structure within which we can ensure a consistent and professional approach to our work.

Outcomes

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

Leadership and Governance

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

Planning and Processes

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

People

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

Resources

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

Partnerships

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

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

ASSESSING OUR IMPACT

We will develop approaches to better assess the impact of our work and measure how we have contributed towards positive outcomes for communities across Scotland. We will seek to demonstrate how our annual scrutiny activities have improved the state, effectiveness and efficiency of both Police Scotland and the Authority and how we have supported those organisations to deliver services that are high quality, continually improving, effective and responsive to local needs.



OUR REPORTS

We will publish and lay before the Scottish Parliament a number of reports each year in accordance with our statutory obligations. We will provide the bodies we scrutinise with copies of our reports and publish them on our website. Where we are directed by Scottish Ministers, we will report to them and they will present these reports to the Scottish Parliament.

We will produce reports from our individual scrutiny activities through Local Policing+, Thematic Reviews, Continuous Improvement Reviews and Audit and Assurance Reviews. These will be published throughout the year in accordance with our Scrutiny Plan. The publication of any reports from Collaborative Inspections will ordinarily be undertaken by the lead inspection body responsible.

We will produce an Annual Report at the end of the fiscal year and provide information summarising our activities. This will include an assessment of our impact and how our activities contributed towards positive outcomes. We will also comment on the overall state, effectiveness and efficiency of policing in Scotland and on the performance of Police Scotland and the Authority. We will publish our annual report in June of each year.

OUR COMPLAINTS PROCESS

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

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

OUR ORGANISATION

As an organisation responsible for the scrutiny of others, HMICS must demonstrate continuous improvement and operate in a way that it is consistent with our values. Accordingly, we will review our internal operations each year and produce an annual Improvement Plan. This will enable us to develop our internal capability and capacity and fulfil our purpose within our allocated budget. We will report progress against our Improvement Plan in our Annual Report.

Our annual Improvement Plan will be available on our website.

Leadership and Governance

HM Inspector of Constabulary in Scotland (HMICS) is appointed by Royal Warrant for a three-year term and is independent of government and policing bodies. He is responsible for the strategic leadership of HMICS and accountable for our activities. Our Corporate Strategy for 2014-17 has been reframed with reference to our new statutory duties and informed through stakeholder engagement and research to reflect best practice. This clearly establishes our strategic direction and our approach to scrutiny for the next three years and the term of appointment for Her Majesty's Inspector of Constabulary.

Planning and Processes

We seek to have effective processes for key areas of our activity. These include our Scrutiny Risk Assessments, a new Scrutiny Framework and the introduction of an Inspection Manual. Throughout our work we strive for continuous organisational improvement to enhance our effectiveness, efficiency and economy. We intensively debrief our activities, seek feedback from those we scrutinise, partners and others, and use this to enhance our processes and approach.



Our People

HMICS has a total of 12 full-time staff currently supplemented by Associate Inspectors. HM Inspector of Constabulary is supported by an Assistant Inspector of Constabulary (AIC), who is responsible for the day to day operation of HMICS. Both the AIC and a Staff Officer are currently seconded from Police Scotland. Our six Lead Inspectors are civil servants with a background in policing and other relevant fields of work. Our Associate Inspectors have been recruited from a range of professional experience.

We seek to support our people in achieving their individual and team objectives. Our staff have clear job descriptions, with appraisal and performance reviews, training and development plans. They also receive recognition for their individual contributions to our collective work. Regular team meetings are held to assist and co-ordinate our varied work programme which requires our staff to work throughout Scotland.

Our Partnerships

We engage with over 100 different stakeholder groups in the course of our activities. Our principal partners include Scottish Government, the Police Investigations & Review Commissioner, the Scottish Institute for Policing Research and a range of other audit and inspection/improvement bodies. We engage at various levels with many stakeholders nationally, regionally and locally and also seek feedback through a wide range of channels, including social media.

Our Resources

The budget for HMICS was £1.16m in 2013-14 and is set at £1.006m for 2014-15. This takes account of the need to continue to deliver efficiencies throughout the public sector. Our budget is less than 0.1% of the cost of policing in Scotland and delivers value for money in an overall Scottish scrutiny budget of around £50m. Our budget currently comprises 88% staff costs and 12% operating costs.

Outcomes

We will add value through the work we do, highlighting good practice and making recommendations to drive improvement in policing for the

communities of Scotland. We will do this in a proportionate manner and will work collaboratively to minimise our scrutiny footprint. We will monitor our work to ensure it is adding value and will continually improve to ensure what we do it is relevant, up to date and timely. We will work to our values and inspect using the principles of our framework to ensure transparency.

Document References

- ⁱ <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/pubServ>
- ⁱⁱ <http://www.legislation.gov.uk/asp/2012/8/contents/enacted>
- ⁱⁱⁱ Police and Fire Reform (Scotland) Act 2012, Section 74(2)(a)
- ^{iv} Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b)
- ^v Police and Fire Reform (Scotland) Act 2012, Section 74(1)
- ^{vi} Police and Fire Reform (Scotland) Act 2012, Section 76(1)
- ^{vii} Police and Fire Reform (Scotland) Act 2012, Section 77
- ^{viii} Police and Fire Reform (Scotland) Act 2012, Section 80
- ^{ix} Police and Fire Reform (Scotland) Act 2012, Section 79
- ^x <http://www.scotland.gov.uk/Resource/Doc/198627/0053093.pdf>
- ^{xi} <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>
- ^{xii} <http://www.audit-scotland.gov.uk/work/scrutiny/schedule.php>
- ^{xiii} Police and Fire Reform Scotland Bill Policy Memorandum, Paragraph 3
- ^{xiv} Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b)
- ^{xv} Police and Fire Reform (Scotland) Act 2012, Section 37(1)&(2)
- ^{xvi} <http://pirc.scotland.gov.uk>

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