

Meeting	SPA Authority Meeting
Date	Wednesday 26 May 2021
Location	Video Conference
Title of Paper	SPA Annual Business Plan 21/22
Presented By	Chief Executive Lynn Brown
Recommendation to Members	For Approval
Appendix Attached	Yes: Annex A: Corporate Plan Annex B: Annual Business Plan 21/22

PURPOSE

To seek approval of the Authority's Annual Business Plan for 2021/2022.

1. BACKGROUND

- 1.1 The Authority's three year Corporate Plan was published following approval by the Board at its meeting on 26 March 2020. The plan defined the Authority's roles and responsibilities, outcomes and strategic focus for 2020/2023 (Annex A). The Corporate Plan aligns to the Strategic Police Priorities set by the Scottish Government, the Joint Strategic Police Plan and the Forensic Services Strategy. The Corporate Plan provides the starting point for annual business planning, team and individual objectives.
- 1.2 The Authority's Annual Business Plan (Annex B) sets out the priorities and areas of focus for 2021/2022 which align to the outcomes set out in the Corporate Plan. The Plan outlines activities for SPA Corporate and is separate from Police Scotland and Forensic Services who produce their own annual business plans.

2. Annual Business Plan

- 2.1 The Authority's Annual Business Plan for 2021/2022 reflects the ambition and increased capability and capacity of the Authority's corporate team, following a process of organisational development and design implemented during 2020/21.
- 2.2 The Plan presented for approval takes account of comments and suggestions for inclusion from key stakeholders, including HMICS and Police Scotland. Key improvement and change activity is included in the Plan, as are the Authority's priorities in relation to the exceptional circumstances created by the COVID-19 pandemic.
- 2.3 Input and feedback on the Business Plan was provided by members in April 2021. More explicit reference to the Authority's considerations in respect of human rights and clarity on partnership activity was incorporated into this version presented for approval.

3. FINANCIAL IMPLICATIONS

- 3.1 Activity detailed in the Authority's Annual Business Plan for 21/22 will be delivered within with the Authority's approved budget for the financial period.

4. PERSONNEL IMPLICATIONS

- 4.1 There are personnel implications associated with this paper. The priorities and objectives outlined in this plan will drive the activities, priorities and objectives of the Authority's corporate team.

5. LEGAL IMPLICATIONS

- 5.1 The Authority has specific statutory and legislative duties that are taken into account within both its Corporate and Annual Business Plans. There are no further legal implications in this paper.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications associated with this paper. The publication of an approved Corporate Plan and accompanying Annual Business Plan will demonstrate the Authority's commitment to transparent good governance, the delivery of best value and continuous improvement in taking action towards addressing recommendations from Audit Scotland and HMICS.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There are positive community implications associated with this paper. The purpose of policing in Scotland is to improve the safety, well-being and outcomes for communities and individuals, and to do so in a way that is accessible to and engaged with the communities it serves. The Authority's Business Plan sets out the Authority's activities that will contribute to this purpose and in particular how the views of stakeholders and voices of communities will be taken into account in decision-making.

9. EQUALITIES IMPLICATIONS

- 9.1 There are equality implications associated with this paper.

An Equality and Human Rights Impact Assessment (EqHRIA) has been developed alongside the business plan. This has been supported by a business planning session with the Heads of Service to ensure that equality, diversity and inclusion considerations are aligned to the business plan objectives and equality outcomes. This session ensured that these considerations are fully embedded into team delivery plans and individuals objectives to ensure true mainstreaming.

The EqHRIA will be finalised following SPA Board consideration with the results being published on the SPA website alongside the Business Plan.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with delivery of actions in the Business Plan.

RECOMMENDATIONS

Members are requested to:

APPROVE the Authority's Annual Business Plan for 21/22.

SCOTTISH POLICE
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Corporate Plan

2020-23



INTRODUCTION

This Corporate Plan 2020-2023 sets out the role and responsibilities of the Scottish Police Authority (the Authority) as the governance body for policing in Scotland, the outcomes we seek to achieve and the high level activities designed to achieve them. It aligns to the **Strategic Police Priorities** which were published in December 2019, and should be read alongside the Authority's jointly produced **Strategic Police Plan** and the **Forensic Services Strategy**, which were developed collaboratively with the Services and relate to the delivery of the police and forensic services that are overseen by the Authority. These documents provide the strategic framework, which sets the context and direction for policing in Scotland. This 3 year Corporate Plan will be underpinned by an Annual Business Plan which will set out the Authority's priorities for the year and explain how the Authority will measure its performance.

BACKGROUND

The **Police and Fire Reform (Scotland) Act 2012** sets out principles which underpin the policing of Scotland. These are:

that the purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland; and

that the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which

(i) is accessible to, and engaged with, local communities, and

(ii) promotes measures to prevent crime, harm and disorder.

The Authority has a key role in the policing system, which also includes Police Scotland, Her Majesty's Inspectorate of Constabulary in Scotland and the Police Investigations and Review Commissioner. These bodies are part of the criminal justice system and wider public sector landscape. Local Authorities are empowered to specify measures to be included in Local Police Plans, and approve a Local Police Plan for their area.

In terms of its governance role the Authority sets strategy, scrutinises and reports on performance, supports continuous improvement activity, and listens to and takes into account what people are

saying about policing in Scotland. The Authority is also the legal employer of all staff, and plays a key negotiating role in relation to police officer pay, regulations and pension matters.

The Authority's everyday work is focused on maintaining and improving policing in Scotland. We keep the state of policing under review, monitor performance, and seek assurances from the Chief Constable about how Scotland is being policed based on information and evidence.

The Authority draws on a range of evidence and on independent, expert opinion from a number of bodies, including inspectorates, auditors and similar organisations.

THE AUTHORITY'S PURPOSE AND RESPONSIBILITIES

The introduction of a new national police service in the Act required new and robust accountability and support arrangements. The Authority came into being on 1 April 2013 and was designed to provide clear separation between Scottish Ministers and the police service, to ensure the Chief Constable is free from undue political influence in making decisions about the investigation of crime.

The Authority consists of a Board of up to 15 members, including a Chair and Vice Chair, who are selected through an impartial public appointments process and appointed by Scottish Ministers. The Board is supported by a team of

staff who provide advice and support.

Scottish Ministers remain accountable to the Scottish Parliament for policing services, although their role is primarily strategic, focused on the appointment of Board members, approving the appointment of the Chief Constable, and setting strategic priorities. Ministers also have an interest in the way in which the Authority discharges its functions as a public body. Our relationship with the Scottish Government sponsor team is set out in a Governance and Accountability Framework.

As the governance body for policing the Authority's role and responsibilities are distinct from most other public bodies. The scale of our role is significant, including responsibility for securing best value in relation to its annual budget of over £1.2 billion, the scrutiny of a national police service of 17,259 police officers* supported by police staff, which has a crucial role in enforcing and upholding fundamental human rights and the delivery of forensic services to partners in the wider criminal justice system.

Through the effective discharge of our functions,

the Authority seeks to be an advocate for policing and supports continuous improvement, ensuring communities receive the best service possible.

Through our Board and Committee meetings a series of checks and balances is implemented to ensure that major decisions about the policing of Scotland are made transparently and appropriately. This helps to ensure that Scottish policing is based on public consent—in a way that commands respect and builds public trust and confidence.

BEST VALUE

The Authority and the Chief Constable each have an overarching duty to achieve Best Value, securing continuous improvement in the performance of the organisations' functions. This means that each must make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance have regard to economy, efficiency, effectiveness, equal opportunities requirements, and the achievement of sustainable development.

* as of 31st December 2019

THE AUTHORITY'S FIVE MAIN FUNCTIONS

Promoting the policing principles

The Authority keeps the **policing principles** at the forefront of its activities and decision-making, taking into account how they are applied in policing, including ensuring operational plans and strategies are consistent with them. In particular this applies to the coproduced **Strategic Police Plan** and the Chief Constable's **Annual Police Plan**.

Maintaining the Police Service

The Authority is funded directly by the Scottish Government through Grant in Aid and the Authority allocates funding to maintain the police service. Additional money is available through a Reform fund held by the Scottish Government. From within our available budget allocation we must provide the Chief Constable with financial resources to ensure: that an appropriately resourced workforce is in place and paid to deliver policing services; and that buildings, vehicles and technology systems are maintained. We also allocate funding to Forensic Services and support the Authority's executive staff team and Board. The Authority scrutinises major investment decisions and decides whether to approve them, including business cases for transformational change. We also work with Police Scotland and Forensic Services to establish the funding required to ensure that policing in Scotland can operate sustainably, making the case for funding to the Scottish Government.

Promoting and supporting continuous improvement

The Authority places a high level of importance on continuous improvement. We promote and

support self-assessment activity and benchmarking to identify areas where policing could be improved. We ensure that improvement opportunities identified through audit and inspection activity are being taken forward, and are achieving the desired effect. The Authority also works collaboratively, looking at how policing can better integrate with other "Blue Light" services and with other organisations across the criminal justice sector and beyond. This is especially important as a number of policing challenges are cross-cutting in nature and benefit from a joined up approach across services.

Keeping policing under review

The Authority regularly assesses policing performance and engages with a wide range of stakeholders to understand their views and experiences of policing. We listen to what the public and our partners are saying about policing, and work in partnership with Police Scotland to prepare a joint **strategic police plan** based on evidence, and containing outcomes and activities to improve policing now and in the future. The Authority also publishes and lays in Parliament each year an assessment of policing performance, which includes analysis and opinion from across the policing system, local authorities and other assurance bodies.

Holding the Chief Constable to account

The Chief Constable is accountable to the Authority for the policing of Scotland. We ask the Chief Constable publicly about how Scotland is being policed with reference to the Strategic Police Plan and other priorities. This includes examining policing performance, and the community and local impact of policing, taking into account the differing nature of communities, whether geographic, social or virtual. We scrutinise and engage on proposed policy changes in terms of how policy is delivered, and any implications relating to human rights, ethics, equality and diversity.

ADDITIONAL RESPONSIBILITIES

The Authority has a number of specific responsibilities, linked to the five main functions, and fulfils several other significant duties, including the provision of services.

Providing Forensic Services

The Authority provides forensic services to Police Scotland, the Crown Office and Procurator Fiscal Service, and the Police Investigations and Review Commissioner. Forensic Services are based in state-of-the-art facilities at the Scottish Crime Campus at Gartcosh. A comprehensive range of forensic services are provided, including fingerprint, DNA,

firearms and ballistics analysis, and a large team of scene examiners operates throughout the country. Around 500 staff work in Forensic Services.

Management of an Independent Custody Visiting Scheme

The Authority manages an Independent Custody Visiting Scheme (ICVS) for Scotland, which monitors the welfare of people detained in police custody facilities. The Scheme comprises a network of around 170 Visitors, volunteers drawn from communities across the country, who make unannounced visits to custody suites, checking on the treatment of those detained, the conditions in which they are being held, and that their rights and entitlements are being observed. We publish an [Annual Review of Independent Custody Visiting](#) on our website.

Appointment of senior police officers

The Authority is responsible for appointing senior police officers, which includes the ranks of Chief Constable, Deputy Chief Constable and Assistant Chief Constable.

Employer of all staff

The Authority is the legal employer of more than 5,000 staff who work in both the Authority and Police Scotland. We are responsible for negotiating staff pay in line with Scottish Government pay policy, as well as determining staff terms and conditions and ensuring that arrangements are in place for pensions.

Membership of the Police Negotiating Board

The Authority participates in negotiations about police officer pay and terms and conditions before making recommendations to Scottish Ministers. The Scottish Government also consults us, via the Scottish Police Consultative Forum, on the development of regulations on the governance, administration and conditions of service of constables and police cadets. The Authority is a member of the Police Pension Board and Scheme Advisory Board, and we are responsible for decisions on ill health retirement and injury on duty awards.

Holding budgetary accountability and publishing an Annual Report and Accounts

The Authority's Chief Executive is the Accountable Officer and has a personal accountability to Parliament for the propriety and regularity of the budget. This responsibility covers the entirety of the

budget for policing. We publish an [Annual Report and Accounts](#) which we lay before Parliament. The Annual Report and Accounts is audited by Audit Scotland.

Preparation and review of strategic plans and performance

The Authority works with Police Scotland to prepare and publish a joint [Strategic Police Plan](#), keeps it under review, and has a statutory duty to consult with Local Authorities and HMICS prior to preparing it. We work with the police service to prepare strategic police plans, and provide comment to the Chief Constable on the draft copy of the Annual Police Plan. The Authority may also specify the manner in which Local Police Plans are published. Each year the Authority reviews its own performance, and that of Police Scotland, publishing a performance assessment within the [Annual Report and Accounts](#).

Handling complaints

The Authority handles complaints about senior police officers of Police Scotland, the SPA itself and staff members of the SPA. We also have specific statutory responsibilities for handling misconduct allegations about senior officers and overseeing Police Scotland's complaint handling arrangements

Additional duties

In addition to the functions and responsibilities in the 2012 Act the Authority undertakes a diverse range of public body duties, conferred upon it by other statute, as well as recognised good practice in public bodies.

These duties include but are not limited to:

- Contributing to the Scottish Government's action plan on cyber resilience
- Ensuring that policing contributes to community planning and empowerment and supporting the delivery of local and national outcomes
- Acting as the Contracting Authority for all Police Scotland procurement
- Producing plans and reports, including a Gaelic Language Plan, a Biodiversity Report and reporting on the Authority's role in addressing Climate Change
- Improving outcomes for island communities when making strategic decisions on policing
- Compliance with Health and Safety legislation
- Maintaining accreditation for Forensic Services
- Producing Equality Outcomes and reporting on progress in achieving these
- Reporting on Fairer Scotland duties

The Scottish Police Authority's Corporate Plan 2020-23

SCOTTISH GOVERNMENT STRATEGIC POLICE PRIORITIES: Crime and Security, Confidence, Partnerships, Sustainability, People, Evidence

Scottish Police Authority: Vision & Values, Strategic Outcomes and Activities

Our Vision: *Policing in the public interest*

Values: *Selflessness, Integrity, Accountability, Openness, Leadership, Objectivity, Honesty, Public Service, and Respect***



Strategic Outcome 1

Communities and partners have an informed understanding of crime and safety issues and the responsibilities and effectiveness of the police and forensic services in addressing them

ACTIVITIES

1. Hold the Chief Constable to account for the delivery of policing in accordance with the policing principles, relevant priorities, and the objectives and outcomes in agreed strategies and plans
2. Identify areas for performance improvement and monitor and support the delivery of improvement in those areas
3. Communicate and engage publicly on the success of, and challenges faced by policing in Scotland, using an agreed outcomes-based performance framework



Strategic Outcome 4

Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value

ACTIVITIES

1. Maintain adaptable, effective and efficient police and forensic services, supporting them to secure and make the best use of their resources to meet current and future demand
2. Ensure service transformation is based on robust evidence that demonstrates Best Value, and that delivery of transformation achieves its stated benefits
3. Seek to reduce the environmental impact of service delivery



Strategic Outcome 2

The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making

ACTIVITIES

1. Conduct business openly and transparently, strengthen relationships with communities across Scotland and actively seek to engage the public and stakeholders in this work
2. Promote Scottish policing and proactively identify and engage with Police Scotland and others on issues of significant public interest and risk
3. Mainstream equalities and human rights considerations across the Authority's work



Strategic Outcome 5

A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands

ACTIVITIES

1. Ensure that an appropriately resourced, diverse and sustainable workforce is in place to meet organisational needs and ensure continuous improvement in relation to employee engagement and wellbeing
2. Ensure that the Authority's responsibilities are met in relation to health, safety and welfare and that responsible employment practice can be evidenced through scrutiny of the implementation of workforce policies
3. Ensure that effective mechanisms are in place to engage with staff associations and trade unions as key organisational stakeholders



Strategic Outcome 3

Effective collaboration with partners improves services and outcomes for individuals and communities

ACTIVITIES

1. Ensure strategic planning addresses the need for policing to work in partnership to improve services to communities and vulnerable individuals, and build community resilience
2. Take an active and strategic role in understanding and defining the police role in service delivery across the public sector
3. Provide leadership and influence to help the police and forensic services build strong partnerships to deliver more effective and efficient services across organisational boundaries



Strategic Outcome 6

Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues

ACTIVITIES

1. Ensure that the development, delivery, resourcing and monitoring of police and forensic services are based on robust evidence
2. Draw on research findings and advice from external experts to support horizon scanning, planning and policy development
3. Develop the range of evidence used to inform the Authority's scrutiny and communicate with the public and stakeholders about the future development of policing

INTEGRATED WITH AND SUPPORTING THE DELIVERY OF POLICE AND FORENSICS OUTCOMES

The unique role of the Authority is expressed in its own Outcomes for the oversight and governance of the policing system. These outcomes form part of the integrated, system wide Strategic Outcome based framework for policing. Outcomes for the operational delivery of policing have been coproduced with Police Scotland and Forensic Services colleagues and published in the **Strategic Police Plan** and **Forensic Services Strategy**. The Authority discharges its five main statutory functions (page 4) across the policing system, supporting the achievement of progress across all of these outcomes.



Strategic Police Plan Outcomes

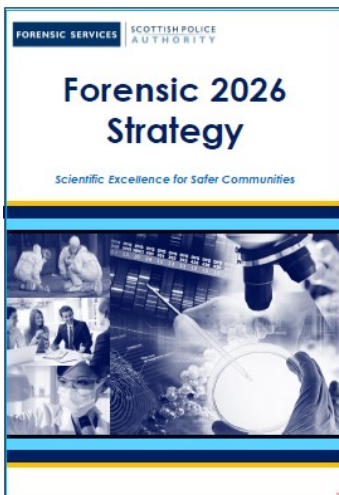
Outcome 1 - threats to public safety and wellbeing are resolved by a proactive and responsive police service

Outcome 2 - the needs of local communities are addressed through effective service delivery

Outcome 3 - the public, communities and partners are engaged, involved and have confidence in policing

Outcome 4 - our people are supported through a positive working environment, enabling them to serve the public

Outcome 5 - Police Scotland is sustainable, adaptable and prepared for future challenges



Forensic Services Strategic Outcomes***

Outcome 1 - positive and vibrant workplace for all of our people

Outcome 2 - responsive provision of science from crime scene to court

Outcome 3 - effective demand management, maximising the value we add

Outcome 4 - deployment of cutting edge techniques in forensic science

Outcome 5 - maintained quality standards and assurance across multi-faceted forensics expertise

Outcome 6 - commercial capability and value for money

*** NOTE - Forensic Services will be reviewing these strategic outcomes during 2020/21

THE BOARD

Board members contribute a wealth of cross-sectoral skills, knowledge, expertise, experience and perspectives. A biography of each of the Authority's **Board Members** can be accessed on our [website](#).

They act in accordance, and comply with, recognised best practice set out in [On Board: A Guide for Members of Statutory Boards](#). As Board members appointed through the public appointments process, members perform their role in accordance with The Ethical Standards in Public Life etc. (Scotland) Act 2000.

The Board operates at a strategic level, providing a mandate for work, offering strategic guidance and suggestions, articulating a vision and communicating their expectations regarding standards. Critically, the Board holds the Executive leads - the Chief Constable, Director of Forensic Services and the Authority's own Chief Executive - to account for the delivery of their respective functions and duties. The Board focuses its involvement on strategic activity which adds value to operational delivery, and allows Members to scrutinise work independently, providing challenge, advice and constructive criticism.

THE EXECUTIVE TEAM

The Board is supported to carry out its functions and responsibilities by a current team of 32 permanent staff, who act in a range of capacities (including advisory and secretariat), and support the delivery of the Authority's functions, responsibilities and duties as set out in this Plan.

The Authority's staff team is led by a Chief Executive who acts as the principal advisor to the Board. As Accountable Officer the Chief Executive also has a personal accountability to Parliament for the way in which the Authority is being run, and how financial resources across the Authority and Police Scotland are being managed. This includes ensuring that appropriate controls and governance arrangements are in place to ensure propriety and regularity in accounting practices, and achievement of Best Value. Police Scotland's Chief Financial Officer has a reporting line into the Authority's Accountable Officer (as well as Police Scotland). The Director of Forensic Services reports directly into the Board.

Details of the Authority's senior management team can be found on the Authority's [website](#).

HOW BUSINESS IS CONDUCTED

The Authority works in a way that is accountable, proportionate and transparent, and which accords with the nine key principles underpinning public life in Scotland: Selflessness, Integrity, Accountability, Openness, Leadership, Objectivity, Honesty, Public Service, and Respect.

The Authority carries out its role through a set of arrangements that are used to scrutinise policing and support continuous improvement. The Authority's [Governance Framework](#), which is reviewed regularly, describes in detail how governance is structured and the practices and principles which underpin the Authority's arrangements.

Some areas of decision-making are reserved for the Board as a whole, some for Committees, and some decision-making is delegated. The Authority's [Scheme of Delegation](#) sets out in detail what decisions can be made at particular levels within in the hierarchy of the Governance Framework.

The Board meets regularly in different locations around Scotland to consider a range of business. The public and media are encouraged to attend meetings, which are televised using a dedicated livestream channel. The most important decisions are reserved for meetings of the full Board. All of the Authority's Board Members are expected to attend these meetings.

Some sensitive business matters have to be considered by the Board and Committees in private, for example the appointment or conduct of senior officers, matters relating to national security and personal or commercially sensitive information. The reason for doing so is published alongside meeting agenda items.

The **Authority's Committees** consider a range of issues and report to the Board. Each Committee is chaired by a Board Member, and usually includes two or three additional Members. Committees typically meet 4-6 times a year and look closely at particular aspects of policing business. The full terms of reference for Committees is set out in the Authority's **Governance Framework**.

After each committee meeting, Committee Chairs provide a business report to the next full Authority Board meeting, outlining the main business items considered and details of proposed next steps.

Additional Meetings

The Authority uses working groups, workshops and public engagement meetings to improve its understanding of policing matters, and community impact. Many of these meetings focus on specific topical issues. We also use seminars and workshops to explore ways to develop and improve our own performance.

Key matters arising from meetings and events held outwith the formal governance structure are captured in the Chair's report at public board meetings.

Regular engagement takes place with key stakeholders, including local authorities, the Convention of Scottish Local Authorities (COSLA), Staff Associations and Trade Unions, scrutiny partners, and the Scottish Government. These meetings provide an opportunity for discussion of a range of topics and help the Authority to carry out its responsibilities.

EXCELLENCE FRAMEWORK AND RISK MANAGEMENT

The Authority uses an **Excellence Framework** to assure on quality, risk management and continuous improvement in relation to a range of business activities across policing. The Excellence Framework is structured around four themes:

Compliance - We want assurance that the Authority and Police Scotland are performing well, ensuring that policies and procedures are complied with, and that effective action is being taken to mitigate against risks.

Learning - We want assurance that the recommendations from internal and external scrutiny are implemented and we learn lessons from past events that contribute to achieving Outcomes and Objectives as they apply to Police Scotland, the Authority and both organisations collectively.

Efficiency and Effectiveness - We want assurance that policies, standard operating procedures, and quality standards are being adhered to and implemented in an efficient and effective way. We want, and have a duty to continually improve services provided by the Authority and Police Scotland, through a formal review process aligned to the priorities and objectives within the Strategic Police Plan and all underpinning plans. We want, and have a duty to strive to secure best value in all that we do.

Preparedness - We want assurance that we are prepared for future events and changes and that we have mechanisms in place to learn the lessons of the past.

The Authority also maintains a **Strategic Risk Framework**, which sets out how the Authority manages strategic risk, promoting delivery and achievement of the Strategic Outcomes and accompanying Activities set out in this Corporate Plan.



policing in the public interest

MONITORING PROGRESS

Specific milestones and measures related to achieving this Plan, and indicating progress against it will be set out each year in the Authority's supporting Business Plan. The Business Plan will also reference work under way within the Authority to take forward continuous improvement.

The Authority will report publicly on progress in relation to delivery of this Corporate Plan through a number of established mechanisms:

An annual assessment of the Authority's performance will be included in the Annual Report and Accounts. This is a requirement at Section 39 of the Police and Fire Reform (Scotland) Act 2012. Audit Scotland audits the Annual Report and Accounts, and the report is published and laid in Parliament. The Authority's Audit Committee and Policing Performance Committee will oversee the development of the Annual Report and Accounts each year.

The Chief Executive Officer will report to the Authority (the Board) on progress and achievement of the Corporate Plan at regular public meetings of the Authority.

This Corporate Plan will be reviewed after three years in accordance with the planning cycle, aligning with reviews of the Strategic Police Plan and the strategy for Forensic Services.

CONTACT US

The Scottish Police Authority welcomes comments, feedback and suggestions. You can get in touch with us in the following ways:

General Enquiries: E-mail: enquiries@spa.pnn.police.uk
Tel: 01786 896630 or write: The SPA, 1 Pacific Quay, Glasgow, G51 1DZ

Complaints: E-mail: complaints@spa.pnn.police.uk or Tel: 01786 896630

Freedom of Information requests, please E-mail: foi@spa.pnn.police.uk

Media enquiries, please contact: E-mail: media@spa.pnn.police.uk or Tel: 01786 896871 / 01786 896882 Out of hours: 01786 896890

ACCESSIBILITY

This Corporate Plan can be made available in various alternative formats. Please contact us via enquiries@spa.pnn.police.uk or 01786 896630



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www.spa.police.uk

SCOTTISH POLICE
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Scottish Police Authority

Business Plan

2021/22



SCOTTISH POLICE
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Contents

Introduction	3
STRATEGIC OUTCOME 1:	5
STRATEGIC OUTCOME 2:	6
STRATEGIC OUTCOME 3:	7
STRATEGIC OUTCOME 4:	8
STRATEGIC OUTCOME 5:	9
STRATEGIC OUTCOME 6:	10

Introduction



The Scottish Police Authority (SPA) Business Plan for 2021/22 sets out the priorities for the coming year that will help deliver the outcomes set out in the Authority's Corporate Plan 20/23¹. Our Business Plan is ambitious and builds on last year's work to implement a new corporate structure and increase our capacity and capability to support the Authority. If last year was one of transition as we developed the size and reach of the team, the coming year will be committed to enhancing our contribution, oversight and support for policing in Scotland.

The Plan aims to reflect four key areas of focus and attitude, recently articulated by our Chair Martyn Evans; localism, social justice, technology and evidence that by definition includes a wide range of views and perspectives. In developing the Plan, we are also grateful for the views and suggestions from key partners who we work with closely across the policing system.

There are a wide range of actions that we will deliver during 2021/22. For example, we will develop our engagement and collaboration with strategic partners in the wider context of public health, to improve services to communities and vulnerable people.

We will focus on improving both the quality and accessibility of the information, research and evidence we provide to support strategic decision-making. There will be activity to scrutinise performance, the delivery of the long-term financial strategy for policing and to improve support to the Authority in its oversight and assurance role. We will mature the approach to the Authority's strategic oversight of transformational change seeking to assess the impact of change activity and related investment to deliver best value.

We will progress recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing, and ensure effective oversight of this improvement activity.

With the Conference of the Parties (COP-26) coming to Glasgow in November 2021, the eyes of the world will be on Scottish policing. The Authority will support Police Scotland as it prepares to deliver its response to COP-26, building on the lessons learned over the last year from our scrutiny of policing of the pandemic, by embedding a robust approach to consideration of human rights, ethics, data privacy, and equalities.

¹ <https://www.spa.police.uk/spa-media/u0xbiwjx/spacorporateplan202023.pdf>

Human rights, equality and ethics are central to our vision of “policing in the public interest” so that public confidence in operational policing is maintained and increased. To do this we will put in place protocols to ensure that there is early engagement and oversight of new and emerging technologies and areas of change, policy and practice at the earliest possible stage.

Our new People Committee, along with the Policing Performance Committee will play a key role in ensuring a human rights and equalities-based approach to workforce and service delivery issues, contributing to a “whole organisation” approach to mainstreaming equalities into everything we do.

The introduction of the People Committee recognises the need for a more in-depth focus on workforce issues, which includes a specific focus on equalities, health and safety, leadership, strategic workforce planning and wellbeing. As part of our plans for improved stakeholder engagement, Staff Associations and Unions will be invited to contribute to the People Committee, ensuring that plans for improved engagement made in the first year of our Corporate Plan begin to be implemented in the second year.

Our commitment to continuous improvement of governance and delivery of our statutory and public body duties will carry on, with the SPA Corporate team providing specialist advice and assistance on key issues affecting the Authority, Police Scotland, their workforces and the wider public.

For example, through the work of our Legal team and through our coordination and stewardship of the Independent Custody Visiting Scheme. Although business as usual, this work supports the overall performance of the SPA’s legislative functions, linking with many of its strategic objectives and business plan activities.

Business Plan priorities are organised under the most appropriate Corporate Plan outcome, however many of these activities are cross-cutting and provide evidence across more than one outcome. Individual objectives will be set for SPA officers in relation to delivery of the priorities, so that there is a recognisable “golden thread” linking roles and responsibilities both to the Business and Corporate Plans.

Lynn Brown
SPA Chief Executive Officer
May 2021

STRATEGIC OUTCOME 1:

Communities and partners have an informed understanding of crime and safety issues and the responsibilities and effectiveness of the police and forensic services in addressing them.

2021/22	BY	LED BY:
<p>1.1 Work with Police Scotland to continuously improve the completeness and accessibility of public performance reporting on policing performance including external benchmarking; to demonstrate the Authority's oversight of policing performance, to promote public understanding of the challenges facing policing, and to maintain and improve public confidence in policing.</p>	Q1-4	Head of Strategy & Performance
<p>1.2 Work with Police Scotland to enhance the public reporting on the return on investment in change, providing an evidence-based narrative which demonstrates the improvement to policing output through the delivery of operational and transformational change.</p>	August 2021 & Feb 2022	Head of Change and Operational Scrutiny
<p>1.3 To commission, compile and articulate the results of research, evidence and data in order to make a comprehensive multi-source assessment of the effectiveness of operational policing and communicate that effectiveness publically via the Annual Report and Accounts to improve public understanding of and confidence in policing.</p>	Sep 2021	Head of Strategy & Performance
<p>1.4 Further strengthen links between the SPA and COSLA, SOLACE and Local Authority Scrutiny Panels in order to enable local operational issues, local performance assessments and local community confidence in policing to be fully reflected in SPA priorities and public reporting on the performance and effectiveness of policing in Scotland.</p>	Sep 2021	Head of Strategy & Performance/ Head of Change and Operational Scrutiny

STRATEGIC OUTCOME 2:

The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making.

2021/22	BY	LED BY:
2.1 Develop an SPA Engagement Plan and underpinning activities for 2021-23 that will draw in the views and voices of key stakeholders to inform the Authority's support and oversight of policing, and progress the Authority's vision for 'policing in the public interest'.	June 2021	Head of Strategic Business Management
2.2. Review and improve the content and accessibility of SPA website and digital presence to ensure the Authority's oversight and activities are effectively communicated through proactive use of the SPA Model Publication Scheme.	Sep 2021	Head of Strategic Business Management
2.3 Working with Police Scotland, develop and adopt as core business a memorandum of understanding that requires early engagement on new strategies, practice, policy and the proposed adoption of new and emerging technologies that enhance the capability of Police Scotland to improve the safety and wellbeing of citizens and communities in order to promote a public discussion which results in a clear understanding of the benefit, risks and mitigation involved.	July 2021	Head of Change & Operational Scrutiny
2.4 Coordinate and manage a programme of work to deliver 21/22 SPA public body duty priorities.	Mar 2022	Head of Strategic Business Management
2.5 Progress recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing, and ensure effective oversight of improvement activity.	Mar 2022	Head of Workforce Governance
2.6 Working with Police Scotland develop and implement a robust approach to the assessment of human rights, ethics, data privacy, and equalities impact, test of change and evaluation as part of the development of proposals for new strategies, practice or policy that ensures the SPA has a comprehensive basis on which to base approval consideration.	Dec 2021	Head of Change & Operational Scrutiny
2.7 Further develop and implement an approach to engaging with citizens and groups to promote an understanding of public views on topics of public interest in policing and to measure, track and examine any changes in public confidence in relation to delivery of policing in Scotland.	Dec 2021	Head of Strategy & Performance
2.8 Develop a collaborative programme with Police Scotland, local authority and third sector partners to examine the effect of deprivation on confidence in policing and develop and evaluate future local tests of change for 2022/23 which are focused on improving confidence in policing in these areas.	Feb 2022	Head of Strategy & Performance

STRATEGIC OUTCOME 3:

Effective collaboration with partners improves services and outcomes for individuals and communities

2021/22	BY	LED BY:
<p>3.1 Work with strategic partners, specifically including but not limited to, blue light partners and local authorities, to promote a collaborative approach to policing activity in the wider context of public sector service redesign, with an initial focus on coordinating the response to how mental health needs are met.</p>	<p>Mar 2022</p>	<p>Head of Strategy & Performance</p>
<p>3.2 In partnership with Police Scotland, engaging with Scottish Government colleagues across departments, and seeking learning from strategists, academia and practitioners worldwide, begin to build an evidence base which will underpin the next Strategic Police Plan, including a focus on gathering feedback and insight from all relevant stakeholders within Scotland.</p>	<p>Mar 2022</p>	<p>Head of Strategy & Performance</p>
<p>3.3 Work with key stakeholders and partners to provide enhanced oversight and scrutiny of the Policing of COP-26, focusing on the delivery of an effective security and policing operation, ensuring the health, safety and wellbeing of all officers and staff across Policing and Forensic Services and providing review of proposed changes in the priorities of Police Scotland to maximise the continuing delivery of local and specialist services to all communities in the run up to and during this event.</p>	<p>Dec 2021</p>	<p>Head of Change & Operational Scrutiny</p>

STRATEGIC OUTCOME 4:

Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value

2021/22	BY	LED BY:
4.1 Develop and implement SPA's approach to securing and demonstrating Best Value.	Mar 2022	Head of Finance, Audit and Risk
4.2 Advance the SPA's approach to assurance mapping to provide the Authority with a clear overview of sources of assurance, relative to risks and activities, to inform decision making.	Sep 2021	Head of Finance, Audit and Risk
4.3 Provide both ownership and scrutiny of medium and longer-term financial strategies that provide an operationally and financially sustainable Authority.	Mar 2022	Head of Finance, Audit and Risk
4.4 Mature the approach to the Authority's strategic oversight of transformational change and the impact of change activity and related investment across the policing system to Best Value.	Mar 2022	Head of Finance, Audit and Risk/ Head of Change and Operational Scrutiny
4.5 Working with Police Scotland embed an approach which ensures the benefits derived from investment made in continuous improvement and transformation, whether they are financial savings, efficiencies, gains in operational capacity or productivity are clearly evidenced and contribute to the demonstration of Best Value and maintain or improve confidence in policing as a publically-funded service.	Mar 2022	Head of Change and Operational Scrutiny/ Head of Finance, Audit and Risk

STRATEGIC OUTCOME 5:

A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands

2021/22	BY	LED BY
<p>5.1 Influence and seek assurance on the development of a new People Strategy, and on the development and effective implementation of a corresponding 21/22 Delivery Plan, ensuring clear reporting against planned timescales for completion of agreed deliverables, and demonstrating evidence of impact of completed actions against strategic outcomes (particularly in respect of equality, diversity and inclusion; strategic workforce plan implementation; and leadership development).</p>	<p>Mar 2022</p>	<p>Head of Workforce Governance</p>
<p>5.2 Working with Police Scotland, Scottish Government and Staff Bodies, ensure approaches to workforce pay and benefits are aligned to strategic objectives in relation to wellbeing, diversity and capacity to improve the delivery of policing to the public.</p>	<p>Mar 2022</p>	<p>Head of Workforce Governance</p>
<p>5.3 Develop and implement an SPA Corporate People and Organisational Development Plan to support the new organisational design and facilitate effective delivery of the SPA Corporate Plan.</p>	<p>Mar 2022</p>	<p>Head of Workforce Governance / Head of Strategic Business Management</p>

STRATEGIC OUTCOME 6:

Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues

2021/22	BY	OWNER
6.1 Develop an SPA Share Point evidence and information hub, reflecting SPA's growing evidence and research capability, thus improving the evidence base to support the Authority's decision-making, oversight and scrutiny responsibilities.	Sep 2021	Head of Strategic Business Management
6.2 Working with Police Scotland, Scottish Government colleagues and other key stakeholders to develop and implement an approach to horizon and environmental scanning to enable early strategic and operational assessment of emergent issues in order to allow the Authority to take an informed public position and support a wider public debate of issues which are, or will be in the public interest.	Sep 2021	Head of Change and Operational Scrutiny/ Head of Strategy & Performance

