

Meeting	Authority Meeting
Date	20 May 2020
Location	Video-conferencing
Title of Paper	SPA Annual Business Plan 20/21
Presented By	SPA Interim Chief Executive Lynn Brown
Recommendation to Members	For Approval
Appendix Attached	Yes: Appendix B SPA Annual Business Plan 20/21

PURPOSE

To seek approval on a final draft of the Authority's Annual Business Plan.

The paper is submitted for APPROVAL.

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 activities for 2020/2023 (Annex A). The Corporate Plan also supports current Round Table discussions with the Scottish Government, Police Scotland and HMICS and provides the starting point for annual business planning, team and individual objectives.
- 1.2 The draft was developed by SPA officers using the outcomes and activities in the Corporate Plan to set out the Authority's key areas of focus for 2020/21. It reflects SPA Corporate activity and the Authority's role in relation to Police Scotland and the Forensic Service. Both business as usual and change activity are covered, as are the Authority's priorities in relation to the exceptional circumstances created by the COVID-19 pandemic.

2. ANNUAL BUSINESS PLAN

- 2.1 A final draft of the Annual Business Plan is included at Appendix B.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in relation to this report. Delivery of the Plan is dependent on previously agreed funding in 20/21 for the SPA Corporate staff team that takes account of additional posts identified by the SPA 2020 Organisational Development Programme.

4. PERSONNEL IMPLICATIONS

- 4.1 There are personnel implications associated with this paper. Implementation of the SPA 2020 Programme, included in the Plan, will include engagement and consultation with staff, Union representatives, the SPA Resources Committee and JNCC as part of the usual process.

5. LEGAL IMPLICATIONS

5.1

There are no further legal implications in this paper. SPA has specific statutory and legislative duties that are taken into account within both the Corporate and Business Plans.

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 social implications associated with this paper.

8. COMMUNITY IMPACT

8.1

There are positive community implications associated with this paper. The overarching aim of the Authority, Police Scotland and the Forensic Service through carrying out their respective roles is always to improve outcomes for communities. By clarifying the Authority's role and approach, the Corporate Plan and this accompanying Business Plan will support stronger engagement with the communities of place and interest.

9. EQUALITIES IMPLICATIONS

9.1

There are equality implications associated with this paper. An Equalities & Human Rights Impact Assessment has been drafted to accompany the Corporate Plan and will be extended to reflect the detail in the annual Business Plan. A summary of the Assessment will be published on the Authority's website in conjunction with publishing the annual Business Plan.

10. ENVIRONMENT IMPLICATIONS

10.1

There are potential positive environmental implications associated with the delivery of actions in the Business Plan under Strategic Outcome 4 in the Corporate Plan which sets out the Authority's responsibility to "seek to reduce the environmental impact of service delivery".

RECOMMENDATIONS

Members are requested to: Approve the draft SPA Annual Business Plan

Annex A

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

SCOTTISH POLICE
AUTHORITY

policing in the public interest

Business Plan

2020-21



Business Plan 2020 - 21

This Annual SPA Business Plan sets out our priorities for the year and explains how we will measure our performance. It identifies specific deliverables, which relate to the SPA's statutory and other responsibilities included within our 3 Year Corporate Plan, providing timescales and milestones for 2020-21 that will provide evidence of progress towards the achievement of the Corporate Plan outcomes.

The Plan reflects the SPA's own service delivery and corporate priorities - including the current SPA 2020 organisational development work - and identifies key areas of focus within the Strategic Police Plan and Police Scotland's Annual Police Plan in relation to the Authority's scrutiny, oversight and support role for policing in Scotland.

In developing the Plan, we have been mindful of the need for the SPA to be agile and responsive in the face of the unprecedented conditions created by the COVID-19 pandemic. Operational policing has had to quickly adapt and reprioritise following the introduction of new policies and powers. Similarly, the Authority has adapted its governance and oversight and this plan identifies the resulting SPA activities and priorities, including establishing the Independent Advisory Group on use of police powers; and planning for the post-pandemic recovery stage, ensuring that services such as the Independent Custody Visiting Scheme can be quickly scaled back up.

Deliverables are organised under the most appropriate Corporate Plan outcome, not in strict priority order, although it is recognised that some will be more critical than others, with many of these activities cross-cutting, providing evidence across more than one outcome. This Business Plan will underpin the development of Team Plans and staff objectives, providing a "golden thread" linking roles and responsibilities to the delivery of the Business and Corporate Plans. Team and staff objectives also include a range of ongoing activities, carried out in support of the Plan deliverables. These activities are important, as they focus on the ongoing core work of the Authority and are varied and multi-disciplined in nature. They range from quality assurance on procurement carried out by our legal team, our statutory service delivery on handling senior officer complaints and administering the Independent Custody Visitors Scheme, to ensuring our new Board members are supported through a comprehensive induction and development programme.

Performance updates against this Plan will be reported regularly to the Board by the interim Chief Executive Officer. An end-of-year assessment of the Authority's performance will be presented in the Authority's Annual Report and Accounts 2020-21, which is expected to be published and laid in Parliament in the autumn of 2021.

BUSINESS PLAN 2020/21

DELIVERABLES

	DELIVERY DATE	1 PERFORMANCE	2 CONFIDENCE	3 COLLABORATION	4 BEST VALUE	5 WORKFORCE	6 EVIDENCE
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							
Work collaboratively with Police Scotland to agree a revised performance framework which provides evidence to enable the Chief Constable to account to the Authority for the performance of policing, including progress towards the outcomes of the Strategic Police Plan 2020-23 and the delivery of the Annual Police Plan 2020-21; and agree a plan to support continuous improvement of the framework.	End Q1	X	X	X			X
Put in place a robust mechanism to ensure that the impact on operational policing performance of exceptional issues (e.g. COVID-19, COP 26) is monitored, assessed and publicly communicated by the Authority	End Q1	X	X		X		X
Assess SPA, PS and FS performance information to inform content to be included in the Annual Report and Accounts	End Q1	X	X	X	X		X
Conduct analysis of the Scottish Crime and Justice Survey to determine how the results can be taken forward in relation to performance improvement	End Q2	X	X		X		X
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							
Lead and influence thinking on the development of a more robust approach to measuring and improving public confidence in policing, especially including in exceptional circumstances, that impact on policing and forensic service delivery providing a strong focus on human rights, ethics and equalities, and ensuring these considerations are mainstreamed	End Q2	X	X	X	X	X	
Develop and implement the SPA 2020 Organisational Design programme	End Q3		X		X		X
Implement interim Angiolini Review recommendations and review SPA's statutory duty on publication of full Review, carrying forward any Review recommendations to 2021-22 if required	Ongoing	X	X				X

BUSINESS PLAN 2020/21

DELIVERABLES

	DELIVERY DATE	1 PERFORMANCE	2 CONFIDENCE	3 COLLABORATION	4 BEST VALUE	5 WORKFORCE	6 EVIDENCE
Strategic Outcome 2 (Continued)							
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							
Deliver a SPA public engagement strategy and implementation plan, including a review of the SPA's digital, social media and other public engagement mechanisms	End Q4		X	X	X		
Monitor and manage the short and longer term impact of COVID-19 on the Independent Custody Visiting Scheme and publish the ICVS Annual Review including an assessment on Human Rights/OPCAT compliance	End Q4	X	X	X			X
Strategic Outcome 3							
Effective collaboration with partners improves services and outcomes for individuals and communities							
Seek assurance through regular, planned engagement with Police Scotland and local authorities that local police plans appropriately reflect the needs of communities	End Q4	X	X	X	X		
Work collaboratively with strategic partners in recognition of the expanded public health role by Police Scotland as a result of COVID-19 and take into account the advice and findings of the Independent Advisory Group in order to monitor and assess consent for policing service delivery	End Q2	X	X	X			X
Develop existing collaboration with British Transport Police through the work of the Scottish Railways Policing Committee	End Q4		X	X	X	X	X
Through oversight of strategy implementation, support policing to engage in collaborative and innovative service design which reduces harm and related demand, including the delivery of relevant aspects of the Scottish Government's Mental Health Strategy	End Q4	X	X	X	X		X

BUSINESS PLAN 2020/21

DELIVERABLES

	DELIVERY DATE	1 PERFORMANCE	2 CONFIDENCE	3 COLLABORATION	4 BEST VALUE	5 WORKFORCE	6 EVIDENCE
Strategic Outcome 4: Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value							
Work with Police Scotland to establish an evidence-based and sustainable budget for 2021-22 and beyond that delivers best value, making a robust case to Scottish Government for funding	End Q4	X	X	X	X	X	X
Monitor SPA, Forensic Services and Police Scotland budget and expenditure on a monthly basis during 2020-21 and provide oversight and scrutiny of the use of reform funding, so that there is evidence and assurance that it has been used as intended	End Q4	X	X	X	X		X
Conduct oversight and evaluation of the planning and resourcing of policing required for one-off, costly operations such as COP26 and COVID-19 response	End Q4	X	X		X	X	X
Review business cases presented to the SPA, enabling constructive scrutiny to support the achievement of best value	Ongoing		X		X		X
Develop a benefits baseline approach that will provide sufficient evidence and information from Police Scotland to enable SPA to oversee change robustly, and facilitates an assessment from Police Scotland of both use of resources and evidence of benefits of transformational change across policing, reporting publicly every 6 months	End Q2	X	X	X	X		X
Establish and agree SPA roles and responsibilities in respect of Best Value and conduct a gap analysis to identify action areas, including those relating to equality, diversity and human rights considerations taken into account in financial and other decision-making responsibilities, to inform an SPA-wide Best Value assessment	End Q1	X	X		X	X	X

BUSINESS PLAN 2020/21

DELIVERABLES

	DELIVERY DATE	1 PERFORMANCE	2 CONFIDENCE	3 COLLABORATION	4 BEST VALUE	5 WORKFORCE	6 EVIDENCE
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							
Clarify the role of the SPA regarding workforce governance and other statutory responsibilities/legal employer liabilities within a revised SPA Governance & Accountability Framework Document and SPA Corporate Governance Framework, and develop and implement an SPA Workforce Governance Framework which sets measurable standards against fulfilment of this role	End Q2	X	X	X	X	X	X
Seek assurance around the development and effective implementation of the 2020-21 Police Scotland People Strategy Implementation Plan, ensuring clear reporting against planned timescales for completion of agreed deliverables, and demonstrating evidence of impact of completed actions against strategic outcomes	End Q4	X	X	X	X	X	X
Ensure the development of effective mechanisms for the SPA to engage with staff associations and trade unions, recognising their role as key organisational stakeholders and more specifically in representing the views of the wider workforce	End Q2		X	X		X	X
Influence and seek assurance on the development of Police Scotland's evidence-based approach to workforce planning, informed by demand and underpinned by best value	End Q3	X	X	X	X	X	X
Ensure timely and effective advance employer-side planning in order to facilitate early agreement of reasonable and affordable workforce pay and reward settlements for 2021-22	End Q3		X	X	X	X	
Oversee the management of a robust recruitment and selection process in respect of Police Scotland Chief Officer vacancies	End Q2		X	X	X	X	

BUSINESS PLAN 2020/21

DELIVERABLES

	DELIVERY DATE	1 PERFORMANCE	2 CONFIDENCE	3 COLLABORATION	4 BEST VALUE	5 WORKFORCE	6 EVIDENCE
Strategic Outcome 6: Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues							
Implement a consistent new approach to SPA business coordination across all Board and Committee communications, briefings, evidence and research to contribute to development of a robust evidence-base to support the Authority's decision-making role in relation to its statutory responsibilities and continuous improvement including external recommendations	End Q2	X	X	X	X	X	X
Scrutinise and support the development of Police Scotland's evidence base on demand, seeking assurance that it provides robust information to assess and analyse demand on police services, support innovation and the future development of services and evidence of the impact of service redesign in reducing harm and related demand.	End Q4	X	X	X	X	X	X
In collaboration with Police Scotland develop an approach to horizon and environmental scanning to identify relevant information and enable strategic assessment that will support the SPA advice and assurance function, taking into account wider societal changes	End Q3	X	X	X			X
Develop a high-level mandate for the SPA and Police Scotland Joint Research Forum that will enable the forum to improve and extend its influence and reach across policing and academia	End Q2	X	X	X			X
Deliver a suite of seminars and events including: SPA/PS Benchmarking Seminar; Joint Research Forums; Knowledge Exchange events	End Q4	X	X	X			X