



Meeting	Authority Meeting
Date	23 March 2023
Location	COSLA, Edinburgh
Title of Paper	Scottish Police Authority Corporate Strategy 2023-26
Presented By	Lynn Brown, SPA Chief Executive
Recommendation to Members	For Approval
Appendix Attached	Yes – Appendix A – Corporate Strategy 2023-26 Appendix B – Implementation Plan 2023-26

PURPOSE

Members are invited to review and approve the Authority’s Corporate Strategy, and supporting implementation plan, for the period 2023-26.

1 Background

- 1.1. In 2020 the Authority adopted a Corporate Plan for the period 2020-23, describing the outcomes and priorities it would focus on over the period.
- 1.2. This plan was supported by an annual business plan, delivered by the Authority's corporate staff, with progress reported through the Audit, Risk and Assurance Committee on a quarterly basis.
- 1.3. The corporate plan or strategy sets the direction for the work of the Authority, and corporate team over the period 2023-26 and support the Authority's contribution to delivery of the Strategic Police Plan.

2 REVIEW OF THE CORPORATE PLAN

- 2.1. Over 2022 a review exercise was undertaken to capture and assess progress in delivery of the existing corporate plan. This review focused on:
 - An evidence-based review of progress made to date in delivery of the outcomes and objectives set out in the current plan;
 - An assessment of current and future strategic risks, opportunities and challenges affecting, or likely to affect, the work of the Authority, based on a strategic horizon scanning exercise and landscape review.
- 2.2. This initial desktop-based exercise informed an analysis of the current plan, identifying that the broad aspiration described in the plan remained fit for purpose but could be simplified and streamlined. As a result of the work to simplify and streamline the outcome language a suite of five revised outcomes were identified and endorsed by Members. These outcomes reflect the work and aspiration of the Authority while also aligning to the strategic outcomes proposed in the Joint Strategy for Policing 2023, currently out to public and stakeholder engagement.

3 STRATEGIC STAKEHOLDER FEEDBACK

- 3.1. Following endorsement of the proposed strategic outcomes for the Authority, strategic stakeholders were invited to provide feedback on the draft corporate strategy. Feedback was received from eight Local Authorities (West Lothian, South Ayrshire, East Ayrshire, North Ayrshire, Glasgow, Renfrewshire, Inverclyde and Shetland) and four national bodies (PIRC, Police Scotland, Biometrics Commissioner and HMICS).
- 3.2. The responses received were broadly positive and supportive of the direction the Authority is taking. Comments mainly focused on support for the plan on a page and commitment to engaging with partners early in the process. Stakeholders also sought a commitment to continued engagement, collaboration and opportunities for alignment of activity.
- 3.3. Stakeholders were particularly supportive of alignment of this strategy to the Strategic Police Plan and the focus on engagement and communication with communities. However there was also a desire to understand the relationship between the Corporate Strategy and delivery of Forensic Services. As Forensic Services have an existing strategy in delivery it was agreed that the focus of the Corporate Strategy should be the work of the corporate team.

4 DEVELOPMENT OF THE STRATEGY

- 4.1. Detailed work has been underway to develop an implementation plan which supports delivery of the strategy. A series of outcome focused workshops were held in January, attended by staff from across all services. This allowed a broad discussion on the areas of work we are progressing, or will be, in order to deliver on the commitments made through the outcomes.
- 4.2. These sessions generated a series of actions which underpin the activities described in the three year implementation plan. These milestones will form the basis of our service plans, and will draw in the existing commitments made through current corporate plans and strategies. The alignment of all commitments made is essential to ensure we focus on delivery of outcomes and make the best use of the resources available to us.

5 PUBLIC ENGAGEMENT EXERCISE

- 5.1. Before finalising the Corporate Strategy for the period 2023-26, an engagement exercise was undertaken using the Authority's citizen space platform, seeking the views of all stakeholders, including members of the public, on the high level outcomes and commitments of the Authority.
- 5.2. Feedback from this engagement exercise, along with further staff engagement, has informed the final Strategy as presented. A total of ten responses were received, from individuals and organisations. Feedback for broadly positive, with support for the outcomes and direction set by the Strategy. Some respondents felt there should be more focus on crime within the strategy, and more detail given on how scrutiny and oversight will be delivered. It was also suggested that the area of officer welfare should be a focus within the strategy. Some of the feedback was seeking more detail on delivery, this will be developed through internal service plans to support the strategy.

6 FINANCIAL IMPLICATIONS

- 6.1. There are no financial implications in this report.

7 PERSONNEL IMPLICATIONS

- 7.1. There are no personnel implications in this report.

8 LEGAL IMPLICATIONS

- 8.1. There are no legal implications in this report.

9 REPUTATIONAL IMPLICATIONS

- 9.1. There are no reputational implications in this report.

10 SOCIAL IMPLICATIONS

- 10.1. The Corporate Strategy is subject to a series of relevant impact assessments.

11 COMMUNITY IMPACT

11.1. The Corporate Strategy is subject to a series of relevant impact assessments.

12 EQUALITIES IMPLICATIONS

12.1. The Corporate Strategy is subject to a series of relevant impact assessments.

13 ENVIRONMENT IMPLICATIONS

13.1. The Corporate Strategy is subject to a series of relevant impact assessments.

RECOMMENDATIONS

Members are invited to discuss and approve the Corporate Strategy.



SCOTTISH POLICE
AUTHORITY
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SPA Corporate Strategy 2023-26



April 2023



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Introduction

Introduction

This Corporate Strategy sets out the role and responsibilities of the Scottish Police Authority (the Authority), the five outcomes we seek to achieve and the high-level activities designed to achieve them. It aligns to the Scottish Government's [Strategic Police Priorities](#), and should be read alongside the [Strategic Police Plan](#) and the [Forensic Services Strategy](#), which relate to the delivery of the police and forensic services that the Authority is responsible for. This Corporate Strategy is underpinned by a more detailed Implementation Plan for the period.

Background

The Authority plays a key role in the policing system, together with Police Scotland, His 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, for example each local authority is empowered to specify the measures and priorities to be included in local plans and to approve, and oversee delivery of, the Local Police Plan for their area.

The Authority sets out 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 Chief Constable of Police Scotland is accountable to the Authority. The Authority is the legal employer of all civilian staff, and also plays a key negotiating role in relation to police officer pay, regulations and pension matters.

The Authority draws on a range of evidence and on independent, expert opinion from a number of organisations to support its oversight of policing.

The Authority's Purpose And Responsibilities

The Authority consists of a Board of up to 15 members, including a 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.

The scale of the Authority's role is significant, including responsibility for securing best value in relation to its annual budget of over £1.2 billion. The Authority is responsible for the scrutiny of our national police service, delivered by Police Officers and staff. The Authority has a crucial role in enforcing and upholding fundamental human rights. The Authority also delivers forensic services to partners in the wider criminal justice system.

Through our Board and Committee meetings, a series of checks and balances is used to ensure that major decisions about the policing of Scotland are made transparently and appropriately, to help build and maintain public trust and confidence in policing.

Details of the Authority's Board and Committee Meetings can be found on the Authority's [website](#).

Best Value

The Authority and the Chief Constable each have an overarching duty to achieve Best Value, which means securing continuous improvement in the performance of each organisation. Each organisation must make arrangements to secure continuous improvement whilst maintaining an appropriate balance between quality and cost. In making those arrangements and securing that balance each organisation should pay attention to economy, efficiency, effectiveness, equalities, , and the achievement of sustainable development.

3

The Authority's 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.

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 allocated 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. We must also ensure 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.

Promoting and supporting continuous improvement

The Authority places a high level of importance on continuous improvement, promoting and supporting self-assessment activity and benchmarking against other organisations to identify areas where policing could be improved.

Keeping policing under review

The Authority regularly assesses policing performance, listening to what the public and our partners are saying about policing, and works in partnership with Police Scotland to prepare a joint strategic police plan. The Authority also publishes an annual 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. The Authority holds the Chief Constable to account and seeks assurance, through our Board and Committee meetings, on how Scotland is being policed in line with its strategic priorities and organisational values. We also scrutinise proposed policing policy changes from the perspective of best value, human rights, ethics, equality and diversity.

Scottish Police Authority Corporate Strategy 2023-2026

Scottish Government Strategic Police Priorities: Crime and Security, Confidence, Partnerships, Sustainability, People, Evidence

Our Vision: Policing in the Public Interest

Our Values: Respect, Integrity, Public Service



Strategic outcome 1

Communities are informed and confident that policing is accountable

We will do this by:

- Strengthening relationships with communities and actively seeking to engage the public and stakeholders in our work
- Communicating and engaging on the success of, and challenges faced by, policing in Scotland using an Outcomes based framework
- Ensuring openness and transparency in the work of the Authority and Police Scotland



Strategic outcome 2

We have effective collaboration with partners

We will do this by:

- Promoting Scottish policing in the UK and beyond; proactively identifying and engaging with all stakeholders on issues of significant public interest
- Taking an active and strategic role in understanding and defining the police role in service delivery across the public sector
- Actively engaging with Police Scotland and Forensic Services to build strong partnerships across organisational boundaries



Strategic outcome 3

Resourcing requirements are based on evidence, need and best value

We will do this by:

- Supporting and maintaining adaptable, effective, efficient and sustainable police and forensic services
- Ensuring service transformation is based on robust evidence that demonstrates best value
- Maintaining a focus on equality and human rights considerations across the Authority's work



Strategic Outcome 4

Our workforce is valued, engaged and skilled

We will do this by:

- Seeking assurance that an appropriately resourced, diverse and sustainable workforce is in place, underpinned by a robust approach to employee engagement and wellbeing
- Ensuring that effective mechanisms are in place to engage with staff associations and trade unions as key organisational stakeholders
- Demonstrating responsible employment practice, with a focus on health, safety and welfare



Strategic Outcome 5

We are a learning organisation, where decision making and scrutiny are evidence led

We will do this by:

- Seeking assurance that service delivery, resourcing and investment decisions across the policing system are based on robust evidence
- Analysing research and evidence sources to support horizon scanning, planning and policy development
- Developing the range of evidence used to inform the Authority's decision making, and communicate with the public and stakeholders on the future of policing

5

The Authority's main functions

The Board

Board members contribute a wealth of skills from both public and private sectors, knowledge, expertise, experience and perspectives.

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*. This means that the Authority acts 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.

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

The Executive Team

The Board is supported to carry out its functions and responsibilities by a team of staff, who act in a range of capacities and support the delivery of the Authority's functions, responsibilities and duties as set out in this Corporate Strategy.

The Authority's staff team is led by a Chief Executive who is 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.

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

Monitoring Progress

Specific milestones and measures related to achieving this Strategy will be developed by the corporate team, underpinning the appended Implementation Plan. The Implementation Plan also references work underway within the Authority to take forward continuous improvement. The Authority will report publicly on progress in relation to delivery of this Corporate Strategy through a number of established mechanisms:

An annual assessment of the Authority's performance will be included in the Annual Report and Accounts.

The Chief Executive Officer will report to the Authority (the Board) on progress and achievement of the Corporate Strategy at regular public meetings of the Authority's Audit, Risk & Assurance Committee.

This Corporate Strategy 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.

Additional Responsibilities

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

- Providing Forensic Services
- Management of an Independent Custody Visiting Scheme
- Appointment of senior police officers and employer of all civilian staff
- Membership of the Police Negotiating Board
- Holding budgetary accountability and publishing an Annual Report and Accounts
- Preparation and review of strategic plans and reviewing policing performance
- Handling complaints against senior officers and the Authority
- Meeting statutory duties for public bodies

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.police.uk Tel: 01786 896630 or write: The SPA, 1 Pacific Quay, Glasgow G51 1DZ

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

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

Media enquiries, please contact: E-mail: media@spa.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



SPA Corporate Strategy 2023-2026 Implementation Plan

Strategic Outcome 1 – Communities are informed and confident that policing is accountable	
We will do this by:	Activity
<ul style="list-style-type: none"> Strengthening relationships with communities and actively seeking to engage the public and stakeholders in our work Communicating and engaging on the success of, and challenges faced by, policing in Scotland using an outcomes based framework Ensuring openness and transparency in the work of the Authority and Police Scotland 	Develop public and stakeholder understanding of the role, responsibilities and value of the Authority across the policing landscape.
	Strengthen the Authority’s insights and understanding of the public’s view on policing and matters of public interest.
	Enhance the accessibility of Authority governance, oversight and support for policing and Forensic Services
	Enhance public reporting, oversight and the promotion of continuous improvement in policing
	Convene dialogue with key stakeholders to enable and promote opportunities for effective collaboration.
	Support scrutiny, oversight and public assurance across the full range of policing matters
	Continue to deliver the independent custody visiting service, recognising the contribution it makes to the wider policing system
	Promote and support work which improves outcomes for children and young people
	Deliver a collaborative programme of events focused on understanding the challenges presented by mental health demand, both in relation to service delivery and our workforce

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Strategic Outcome 2 – We have effective collaboration with partners	
We will do this by:	Activity
<ul style="list-style-type: none"> • Promoting Scottish policing in the UK and beyond; proactively identifying and engaging with all stakeholders on issues of significant public interest • Taking an active and strategic role in understanding and defining the police role in service delivery across the public sector • Actively engage with Police Scotland and Forensic Services to build strong partnerships across organisational boundaries. 	Engage with civic and civil society to build our network and understanding of the role of policing in addressing the issues they face.
	Work with strategic partners to identify, promote and support collaborative and evidence based approaches.
	Deliver the commitments to collaboration from the Authority’s Engagement Strategy.
	Strengthen the Authority’s external partnerships and networks to ensure representation from the full range of communities of Scotland.
	Work with stakeholders to oversee and implement recommendations, inform future legislation and public policy following key publications and reviews, for example the Dame Elish Angiolini Review

Strategic Outcome 3 – resourcing requirements are based on evidence, need and best value	
We will do this by:	Activity
<ul style="list-style-type: none"> • Supporting and maintaining adaptable, effective, efficient and sustainable police and forensic services • Ensuring service transformation is based on robust evidence that demonstrates best value • Maintaining a focus on equality and human rights considerations across the Authority’s work. 	Work with key stakeholders to improve our approach to long-term sustainable financial planning and risk management
	Implement and embed our approach to demonstrating Best Value
	Deliver the commitments made in relation to mainstreaming equalities & human rights.
	Promote sustainability through reducing SPA Corporate impact on the environment
	Modernise the Independent Custody Visiting Scheme through delivery of the agreed improvement plan
	Oversee change and transformation activity, ensuring a focus on addressing demand, best value, and public benefit

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Strategic Outcome 4 – our workforce is valued, engaged and skilled	
We will do this by:	Activity
<ul style="list-style-type: none"> Seeking assurance that an appropriately resourced, diverse and sustainable workforce is in place, underpinned by a robust approach to employee engagement and wellbeing Ensuring that effective mechanisms are in place to engage with staff associations and trade unions as key organisational stakeholders Demonstrating responsible employment practice, with a focus on health, safety and welfare 	Enhance our engagement with our staff associations, trade unions and diversity associations.
	Deliver through appropriate mechanisms a strategic approach to workforce pay & reward
	Engage with a broad range of stakeholders to inform our consideration of key workforce issues such as equality and diversity, learning and development, strategic workforce planning and cultural issues
	Ensure continuous improvement by identifying further action to enhance Fair Work
	Develop and deliver a programme of activity to recognise the contribution of, and continue to develop, our people

Strategic Outcome 5 – We are a learning organisation, where decision making and oversight are evidence led	
We will do this by:	Activity
<ul style="list-style-type: none"> Seeking assurance that service delivery, resourcing and investment decisions across the policing system are based on robust evidence Analysing research and evidence sources to support horizon scanning, planning and policy development Developing the range of evidence used to inform the Authority’s decision making, and communicate with the public and stakeholders on the future of policing 	Work with others to build and promote a research and evidence base to inform our oversight and decision making across the policing system
	Undertake public polling and engagement activities which enable an understanding of public views on topics of public interest and enable monitoring of changing public confidence in policing.
	Fulfil our responsibilities as a professional and effective public body
	Take assurance from the evidence provided by a range of independent experts to enhance the public understanding of, and confidence in, the role of policing
	Continue to undertake joint reviews and projects that support public confidence in policing
	Optimise our approach to ethical and human rights focused oversight of policing.
	Regularly review our effectiveness and seek to continuously improve our governance
	Ensure oversight incorporates sustained benchmarking and identifies relevant comparators
	Ensure improvement lessons are identified and embedded across all aspects of service delivery

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