

Meeting	SPA Board Meeting
Date and Time	31st March 2015
Location	Wellshot Halls, Tollcross
Title of Paper	Business Plan Review
Item Number	10
Presented By	Tom McMahon
For Approval / For Information – please annotate (IN RED BOLD)	For Information
Appendix Attached: Yes or No	Yes

PURPOSE

1. To present an update on the review of the SPA Business Plan
2. To present a high level summary of the adjustments to the original plan from now until the end of March 2016.

BACKGROUND

3. The SPA Business Plan which was approved by the SPA Board in October 2014 covers a period of 18 months to March 2016. At that time, a commitment was given that the plan would be reviewed early in 2015. At the SPA Board held in February 2015 the Chief Executive gave an undertaking that the review would be completed and returned to the Board in March.
4. The Business Plan provides details of the work that will be undertaken by SPA covering the period up to the end of financial year 2015/16 bringing SPA business planning cycle in line with the next three year planning and budgeting cycle, which includes the review of the Strategic Police Plan, Police Scotland Corporate Strategy and next Scottish Government spending review.

UPDATE

5. The Business Plan was established to cover the period from October 2014 to March 2016 therefore two quarterly reporting periods have now been concluded and published. All but three of the key milestones within that six month period were completed and these have now been carried over into the updated plan (marked red in attached annex).
6. The review of the Business Plan was completed with a focus on ensuring that the objectives are up to date and reflect the priorities for the 12 months ahead. The first stage of the review was to assess the work done to date on objectives within the first two quarters of the period covered by the business plan making appropriate adjustments. The second stage of the review was to consider the objectives in the year ahead and update them to reflect the up to date landscape.
7. The two stages combined have resulted in revised objectives shown on page 17 of the Business Plan. Changes are also outlined below:-

Three milestones carried over:

- i. Completed recruitment to fill permanent posts in SPA Structure – this is 94% complete with three roles still to be filled.
- ii. Benchmark Perception Survey complete - Commissioning paused to reflect any potential issues/synergies while evaluation methods within Police Scotland Communications and Engagement Strategy are finalised.
- iii. Publish Reform Collaboration Group agreed programme of work – this milestone has been updated to reflect that the Strategy will be published in Q3 2015/16. A programme of work (quick wins) is already underway.

One new milestones have been added:

- iv. Internal Audit assurance report published to the Audit & Risk Committee Q1 – this reflects the wider work being undertaken within Financial accountability (marked in green in Annex)

One milestone has moved out beyond Q1:

- v. Strategic Risk Register developed – this has moved to Q4 to better align with the development of the new Strategic Police Plan (marked in green in Annex)

NEXT STEPS

8. Budget position for 2015-16 will be reflected in Business Plan when agreed.
9. Progress against the Business Plan will continue to be incorporated within the Chief Executive's Board Report and presented to the SPA Board.

RECOMMENDATIONS

To note the update on the review of the SPA Business Plan

SPA Business Plan: Summary Table 2015/16

TABLE 1 – KEY DELIVERABLES			
Q1 – Deliverables	Q2 – Deliverables	Q3 - Deliverables	Q4 - Deliverables
SPA Performance Framework review complete	Fingerprints national accreditation completed	Business Plan deliverables reviewed	Strategic Police Plan Review published
Perception Survey benchmark completed	Complete DNA24 rollout	Assessment of Equality Outcomes published	Strategic Risk Register developed
Resource Management Plan in place		Perception Survey progress update completed	Publish assessment of performance for ICV visits
Annual Policing Review delivered		Annual Accounts approved and provided to Scottish Government	Assessment of Governance Arrangements complete
Draft Annual Accounts prepared		Reform Collaboration Group Strategy published	SPA & Policing budgets approved and published
Completed recruitment to fill permanent posts in SPA structure			Delivery of agreed HR Scrutiny and Performance reports
			Delivery of agreed HRS Scrutiny and Performance reports
			Forensic Service partnership delivery against agreed KPIs
			SPA Business Plan published

TABLE 2: STRATEGY AND PERFORMANCE PLANS

Our plans	Our Rationale	Key Results
<p>We will work with our partners, community representatives and the public to develop the long-term vision and strategy for Scottish policing.</p> <p>We will establish and maintain a Strategic Risk Register to ensure the delivery of the Strategic Policing Priorities and Objectives.</p> <p>We will work closely with Scottish Government to develop the next set of Strategic Police Priorities.</p> <p>We will, through the Reform Collaboration Group, drive strategic collaboration across all the emergency services to improve efficiency and effectiveness and reduce duplication and cost.</p>	<p>We will work in partnership to drive continuous improvement and collaboration across policing at local and national level through appropriate support and challenge.</p> <p>We will utilise the PSIF to ensure continuous improvement that follow best practice.</p> <p>These plans support:</p> <p>1) The Authority objectives 1.1, 2.1, 3.1 and 4.2</p> <p>2) Scottish Government Outcome 16 (our public services are high quality, continually improving, efficient and responsive to local people’s needs).</p>	<ul style="list-style-type: none"> • Strategic Police Plan published Q4 FY 15/16 • Strategic Risk Register in place Q4 2015/16 • Reform Collaboration Group Strategy published Q3 FY 15/16
<p>We will undertake a full review of the SPA Performance Framework and identify improvements plans.</p> <p>We will deliver the Annual Policing Review providing an overview of success, identified improvements, future challenges and issues.</p> <p>We will fully review progress against SPA Business Plan deliverables.</p> <p>We will develop and deliver the SPA Business Plan for 2016/17.</p>	<p>3) Justice outcome 7 (Our institutions and processes are efficient and effective).</p>	<ul style="list-style-type: none"> • SPA Performance Framework review complete and improvement plan in place Q1 FY 15/16 • Annual Policing Review published Q1 FY 15/16. • Review progress against Business Plan deliverables Q3 FY 15/16. • SPA Business Plan published Q4 FY 15/16

TABLE 3: GOVERNANCE AND ASSURANCE PLANS

Our plans	Our Rationale	Key Results
<p>We will ensure that the SPA has effective governance and scrutiny arrangements for the oversight of policing, which are focused on strategic delivery. Self-assessment, based on the PSIF model, will be used to inform the assessment of performance and will be reflected in future improvement plans.</p> <p>We will deliver our statutory obligations for the following business activities.</p> <ul style="list-style-type: none"> • Complaints and Conduct • Independent Custody Visiting (ICV) • Information Management (FOI) • Statutory Employer / Human Resources • Health and Safety 	<p>These plans support our statutory obligations for the following legislation:</p> <p>Police and Fire Reform (Scotland) Act 2012</p> <p>Data Protection Act 1998,</p> <p>Health and Safety at Work Act 1974</p> <p>Freedom of Information (Scotland) Act 2002</p> <p>Public Records (Scotland) Act</p> <p>2011 These plans also support:</p> <p>1) The Authority’s Strategic Objectives 3.1 and 4.2</p> <p>2) Scottish Government Outcome 16 (our public services are high quality, continually improving, efficient and responsive to local people’s needs).</p>	<ul style="list-style-type: none"> • Assessment of Governance Arrangements Q4 2015/16. • Publish assessment of performance for ICV visits. Report during Q4 15/16. • Complete all FOI and Data Protection requests within statutory timescales • Delivery of agreed HR Scrutiny and Performance reports 15/16 • Delivery of agreed HSR Scrutiny and Performance reports 15/16
<p>We will ensure that the SPA is meeting its commitment to deliver Equality Outcomes.</p> <p>We will put in place a programme of corporate leadership across the organisation to build, maintain and develop the staff of the SPA.</p>	<p>3) Justice outcome 7 (Our institutions and processes are efficient and effective).</p>	<ul style="list-style-type: none"> • Complete recruitment to fill permanent posts in the SPA structure delivered in Q1 FY 15/16. • Performance Development Reviews are ongoing during 15/16
<p>We will deliver a resource management plan to ensure effective joint working across all the directorates.</p>		<ul style="list-style-type: none"> • SPA Internal Resource Management Plan in place Q1 FY 15/16 (June 2015)

TABLE 3: COMMUNICATIONS AND RELATIONSHIPS PLANS

Our plans	Our Rationale	Key Results
<p>We will develop the SPA strategic communications and engagement Programme to capture the positive purpose of the SPA governance role, and set out the principles around which we will communicate and engage on the Business Plan.</p>	<p>We are supporting the delivery of the Authority’s statutory obligations as outlined in the Police Fire and Reform (Scotland) Act 2012, as well as other relevant legislation and codes.</p> <p>By delivering our plans we are supporting the Authority’s main Strategic Priorities and Objectives and contributing to a broad range of Scottish Government outcomes.</p>	<ul style="list-style-type: none"> • Benchmark Perception Survey Q1 15/16 • Progress Perception Survey completed Q3 FY 15/16 • Engagement Strategy published Q1 FY 15/16
<p>We will deliver a co-ordinated programme of engagement, analysis, and support work to clarify and strengthen our relationships between SPA and 32 local authority scrutiny bodies in the complementary scrutiny of policing in Scotland.</p> <p>The Engagement Programme activities commenced in early October 2014.</p>	<p>We are responding and learning from HMIC and other external reviews to ensure our relationship with Scottish Communities through the 32 local authority scrutiny bodies are strengthened and that the public service that we provide is accessible to all stakeholders.</p>	<ul style="list-style-type: none"> • Run annual public perception surveys linked to ‘Partners in Scrutiny’ summits. • Progress outlined in Annual Policing Review 2015/16
<p>We will develop and deliver a dedicated communications and engagement plan for SPA Forensic Services to promote and support the operational Business Plan objectives.</p>		<ul style="list-style-type: none"> • Plan agreed with Director Forensic Service and Chief Executive in Q4 FY 14/15. • Rolling plan of communications through FY 15/16
<p>We will continue to deliver effective, efficient and accessible programme of public SPA Board and Committee meetings.</p> <p>We will establish and maintain a Strategic Risk Register to ensure the delivery of the Strategic Policing Priorities and Objectives.</p>		<ul style="list-style-type: none"> • Programme of 6 public board meetings to be delivered through FY 15/16. • Programme of public Committee meeting to be delivered through FY 15/16.

TABLE 4: FINANCIAL ACCOUNTABILITY PLANS

Our plans	Our Rationale	Key Results
<p>We will deliver and seek to improve our financial and accounting obligations including the delivery of our budgets for 2014/15 and 2015/16.</p> <p>Areas of financial focus are:</p> <ul style="list-style-type: none"> • Monthly management account reporting for SPA Corporate and Forensic Services. • Overview of Police Scotland monthly management accounts. • Annual budgeting for SPA Corporate and Forensic Services. • Review and agreeing annual budget for Police Scotland. • Annual Financial Reporting of the statutory accounts. • Statutory external audit management and liaison and internal audit services to Police Scotland. 	<p>This is a statutory requirement under the Police Fire and Reform (Scotland) Act 2012 and Public Finance and Accountability (Scotland) Act 2000, and is in accordance with the Scottish Public Finance Manual.</p> <p>By delivering our plans we are primarily supporting the Authority's Strategic Objectives 3.1 and 4.2 contributing to the following outcomes:</p> <p>Scottish Government Outcome 16 (our public services are high quality, continually improving, efficient and responsive to local people's needs).</p> <p>Justice outcome 5 (high levels of confidence in justice institutions and processes) and (7 (Our institutions and processes are efficient and effective).</p>	<ul style="list-style-type: none"> • Annual accounts completed, audited and filed in line with the statutory timetable. Completed by end of Q3 FY 15/16. • Monthly review of expenditure and budget performance published. Including the tracking of Savings Forecast (evidenced through SPA Board review) • Quarterly review of plans to achieve savings and current saving forecast published (ref – Improvement Plan action). • Review of SLA for Finance Function completed by end of Q3 FY 14/15. • Publishing Annual SPA and Policing Budget Q4 FY 15/16 • Regular Budget monitoring discussions with SG (Inc. SPA budget and expenditure and evidenced through meeting minutes) • Internal Audit report to the Audit & risk Committee assuring the Authority has the necessary risk based assurance and the controls in place

TABLE 5: FORENSIC SERVICES PLANS

Our plans	Our Rational	Key Results
We will deliver the DNA24 accreditation and rollout to all Forensic Service Centres.	The Police Fire and Reform (Scotland) Act 2012 outlines the provision of Forensic Services to the Police Services of Scotland, Scottish Courts and the Crown Office and Procurator Fiscal Service.	<ul style="list-style-type: none"> Delivered by Q2 FY 2015/16 Sign-off by UKAS
We will extend the scope of accredited products and services to include Fingerprints.	By delivering our plans we are supporting the Authority's Strategic Objectives 3.1 and 4.2, and contributing to the following outcomes:	<ul style="list-style-type: none"> Delivered by Q2 FY 2015/16
We will work collaboratively with Police Scotland to develop an agreed delivery approach that aligns to the future delivery of policing in Scotland.	Scottish Government Outcome 3 (we are better educated, more skilled, more successful, renowned for our research and innovation.	<ul style="list-style-type: none"> Will be tracked through milestone engagement plans.
We develop greater collaboration with external stakeholders such as SIPR, Scottish Universities and SEPA to share information, resources and identify opportunities.	Scottish Government Outcome 9 (we live our lives free from crime, disorder and danger)	<ul style="list-style-type: none"> Ongoing monitoring
<p>As part of our ongoing organisational development plans we will develop leadership and people improvement plans that align to the needs of staff.</p> <p>We will continue to work closely with partners and the National Gateway to deliver on the Joint MOU with Police Scotland and COPFS and report against agreed KPI targets.</p>	Justice Outcome 5 (high levels of confidence in justice institutions and processes) and (7 (Our institutions and processes are efficient and effective).	<ul style="list-style-type: none"> Ongoing monitoring Monthly report produced for Forensic Services Partnership Forum