

Meeting	Authority Meeting
Date	Wednesday 23 March 2022
Location	Video Conference
Title of Paper	SPA Annual Business Plan 22/23
Presented By	Chris Brown, Acting Chief Executive
Recommendation to Members	For Discussion
Appendix Attached	Yes: Appendix A: Annual Business Plan 22/23

PURPOSE

The purpose of this paper is to present the Authority's Business Plan for the period 2022 to 2023 for discussion by the Board.

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. 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 (Appendix A) has been approved by SPA Chief Executive Lynn Brown ahead of her return and is for discussion. The Plan sets out the priorities and areas of focus for 2022/2023 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 2022/2023 seeks to build on progress and ensure that the changes and improvements brought about through transformation now provide a mature and stable platform for corporate delivery.
- 2.2 The Plan takes account of comments and suggestions for inclusion from key stakeholders, including HMICS and Police Scotland. It includes activities in relation to public interest focused oversight of change and policing performance, as well as developing best practice in governance arrangements and enhancing the Authority's engagement approach.
- 2.3 Input and feedback on the Business Plan was provided by members in February 2022. As Board sponsor for the Plan, Vice Chair Jane Ryder has provided insight and support for officers throughout the development process.

3. FINANCIAL IMPLICATIONS

- 3.1 Activity detailed in the Authority's Annual Business Plan for 22/23 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 While there are likely to be equality implications associated with specific activities and areas of work detailed within the business plan, the business plan itself has not been subject to an Equality and Human Rights Impact Assessment (EqHRIA) as it does not contain sufficient detail on each element to allow impact to be assessed. Relevant activities will undergo an EqHRIA as they are developed and delivered. These assessments will be summarised and published on the SPA website as they are available.

10. ENVIRONMENTAL IMPLICATIONS

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

RECOMMENDATIONS

Members are requested to:

DISCUSS the Authority's Annual Business Plan for 22/23.

Appendix A

SCOTTISH POLICE
AUTHORITY

Business Plan

2022-23

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Foreword

With my thanks to the members of the Scottish Police Authority staff for their input and the Authority Board members for their support, I have great pleasure in presenting the Scottish Police Authority's Business Plan for 2022-23, setting out our priorities for the coming year that will continue to deliver the strategic outcomes set out in the Authority's Corporate Plan 2020-2023 .



2021-22 was a year of transformation as we implemented and embedded our new organisational structure and successfully welcomed and inducted many new staff members despite the challenges of the pandemic. Our new plan seeks to build on progress and ensure that the changes and improvements brought about through transformation now provide a mature and stable platform for corporate delivery as we embark on the final year of the current Corporate Plan.

We will continue to improve the provision of our coordinated, comprehensive and cross-cutting financial, legal, governance support, information and corporate management functions which support the Board and the wider SPA Corporate team in carrying out the key functions of the Authority. This includes continuous improvement in the delivery across the full range of our statutory and legislative duties as would be expected of a leading public body.

We will work with Police Scotland to conduct a review of the strategic outcomes and objectives detailed in the Joint Strategic Police Plan (2020).

We will continue to work with Police Scotland and Authority members to deliver a wide range of actions designed to enhance public trust and confidence. We will do this through the Authority's public interest focused oversight of change and policing performance and through our forward looking horizon scanning, and evidence and research approach. We will also continue to seek and develop best practice in our governance arrangements, and enhance our engagement approach, including our digital accessibility and presence. We will continue to value our people, delivering our SPA People Plan, with a focus on inclusivity, empowerment, equality and wellbeing.

In developing the Plan, we are appreciative of the input from key partners who we work with closely across the policing and wider justice system. Individual objectives will be set for SPA staff aligned to the delivery of the priorities and objectives to ensure there is a recognisable "golden thread" linking roles and responsibilities to our Business and Corporate Plans.

Lynn Brown
SPA Chief Executive Officer
March 2022

About us

The Police and Fire Reform (Scotland) Act 2012 created the Scottish Police Authority (SPA/Authority) and set out its five core functions:

- i. to maintain the Police Service;
- ii. to promote the policing principles set out in the 2012 Act;
- iii. to promote and support continuous improvement in the policing of Scotland;
- iv. to keep under review the policing of Scotland; and
- v. to hold the Chief Constable to account for the policing of Scotland.

These five functions demonstrate the dual, integrated responsibilities of the SPA: its oversight role in scrutinising policing in Scotland and holding the Chief Constable to account; and its supportive role in maintaining and improving the police service. The Authority is also responsible for Scotland's 500-strong crime scene-to-court forensic service and for maintaining a 140-strong network of volunteer independent custody visitors.

The Authority aims to increase public trust and confidence in the policing of Scotland in the way it carries out its functions and through the quality of its governance arrangements. As a public body, the Scottish Police Authority is committed to the highest standards of openness and transparency in the way it conducts business and takes decisions.

The SPA has published a Corporate Plan for 2020-2023, "Policing in the Public Interest", which sets out the role and responsibilities of the Authority, the outcomes we seek to

achieve and the high level activities designed to achieve them.

Our Corporate Plan aligns to the Strategic Police Priorities published by the Scottish Government, and should be read alongside the Authority's jointly produced Strategic Police Plan and the Forensic Services Strategy, which were developed collaboratively and relate to delivery of police and forensic services as 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 is underpinned by an annual Business Plan which sets out the Authority's objectives for the year and explains how the Authority will measure its performance.

The Authority is the employer of a workforce of more than 22,000 police officers and staff – the second largest police service in the UK with an annual budget of circa £1.3 billion. We recruit senior officers (Assistant Chief Constable and above) and assess complaint and conduct issues related to senior officers.

The Authority consists of a Board of up to 15 non-executive public appointees, selected by Scottish Ministers. Our Board members have a range of professional backgrounds and experiences. The Board is supported by an Executive team of 54 staff. The Authority's Chief Executive is the principal adviser to the Board and also the Accountable Officer to Parliament for the £1.3 billion police budget.

Our core functions

Five core functions of the SPA

1. Maintain the Police service
2. Promote policing principles
3. Promote & support continuous improvement in the policing of Scotland
4. Keep under review the policing of Scotland
5. Hold the Chief Constable to account for the policing of Scotland

SCOTTISH POLICE
AUTHORITY



Key stakeholders and partners

Our strategic outcomes

Our strategic outcomes:

Links to strategic police priorities:



Developing, delivering and reporting on our plan

Developing the Business Plan

We have aimed to set out our ambitions for 2022-23 in the context of who we are, our objectives for the coming year and how they align to wider priorities within the policing system. We have considered how we combine making a commitment to a Business Plan with flexibility to respond to new challenges and opportunities in a rapidly evolving landscape.

The ongoing COVID-19 pandemic is a powerful reminder of the need for agility to respond flexibly and effectively to external shocks and changes. We will review this Business Plan during the year to ensure that we keep our priorities and objectives alive to new issues impacting on policing that require Authority oversight and our milestones accurate.

Overview of our Business Plan priorities

This Business Plan highlights our key priorities with a focus on continuous improvement in all that we do:

- 1. Contribute to maintaining and enhancing public understanding of policing and trust and confidence in policing in Scotland.**
- 2. Provide timely and professional advice and support to the SPA Board and Accountable Officer on all matters concerning the Authority's functions and responsibilities.**
- 3. Continuously review and improve the support provided to the Authority's oversight and promotion of continuous improvement of policing.**
- 4. Ensure the delivery of the Authority's statutory and public body duties, with a focus on mainstreaming equality.**

- 5. Engage and communicate regularly with our stakeholders.**
- 6. Enhance the Authority's digital presence and the accessibility of our information to promote our activity.**
- 7. Ensure we value and develop our people and promote and support their wellbeing.**

In recognition of the crossover between these priorities this Business Plan will support and encourage cross-team and wider collaborative working within the policing system.

Delivering and reporting on our Business Plan

Business Plan objectives aligned to our priorities will be achieved through a series of specific, achievable, relevant and time bound staff activities which are outlined in this plan. Progress on the delivery of these objectives will be measured by the achievement of specified planned milestones, which will be developed through departmental work plans, in terms of product delivery or the achievement of a performance metric. These objectives with their associated milestones and measures of success underpin a performance framework to support both external and internal progress reporting.

Delivery of the Business Plan is reported monthly to the Chief Executive Officer and publically on a quarterly basis via the Audit Risk and Assurance Committee which can be viewed online. An assessment of our annual corporate performance is reported to the public SPA Policing Performance Committee in June and forms a key part of the SPA Annual Report and Accounts.

Our Priorities and Our Objectives

Priority	Objectives	Link to Corporate Plan strategic outcome					
		1	2	3	4	5	6
1. Contribute to maintaining and enhancing public understanding of policing and trust and confidence in policing in Scotland	1.1 We will undertake public polling and engagement activities which promote an understanding of public views on topics of public interest and enable monitoring of changing public confidence in policing.	✓	✓	✓	✓	✓	✓
	1.2 We will contribute to a collaborative programme with Police Scotland, local authority and third sector partners to better understand the effect of deprivation on confidence in policing which will shape the development of an improvement plan.						
	1.3 We will work with key stakeholders to regularly review and enhance public reporting and oversight and the promotion of continuous improvement in policing performance.						
	1.4 We will ensure effective oversight of and Authority input to the response to recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing.						
2. Provide timely and professional advice and support to the SPA Board and	2.1 We will develop a set of internal SPA corporate service standards and monitor and report against these to the SPA CEO.	✓	✓	✓	✓	✓	✓
	2.2 We will provide professional and timely legal advice to the Authority and assistance to SPA Forensic Services regarding the transfer of the Post Mortem Toxicology service.						

Priority	Objectives	Link to Corporate Plan strategic outcome					
		1	2	3	4	5	6
Accountable Officer on all matters concerning the Authority's functions and responsibilities.	2.3 We will continue to monitor and report on the broad range of service back arrangements delivered to SPA Corporate.						
	2.4 We will develop and implement a finance business-partnering service to support SPA Corporate and Forensics Services and monitor its effectiveness.						
	2.5 We will work with key stakeholders to review the current processes for ill health retirement and injury on duty.						
	2.6 We will work with key stakeholders to improve our framework, capability and toolset for long-term sustainable financial planning, while continuing to effectively support and oversee the budgeting and allocation of resources on a strategic and demand-led basis.						
3. Continuously review and improve the support provided to the Authority's oversight and promotion of continuous improvement of policing	3.1 We will continue to work collaboratively with Police Scotland and other key stakeholders to embed the consideration of Ethical Issues into developing proposals for new strategy, policy and practice in relation to policing.	✓	✓	✓		✓	✓
	3.2 We will undertake a programme of regular review of the Authority's governance processes and develop improvements for annual approval by the Board.						
	3.3 We will support members in making an annual assessment of Board and Committee effectiveness which will shape this annual Governance review.						
	3.4 We will conclude the Review of the Independent Custody Visiting Scheme and develop a supporting improvement plan for delivery.						
	3.5 We will continue to review and improve the process and products available to inform the Authority's consideration of policing investment business cases.						

Priority	Objectives	Link to Corporate Plan strategic outcome					
		1	2	3	4	5	6
	<p>3.6 We will keep under review the processes and products to support the Authority's effective oversight of change.</p> <p>3.7 We will work with strategic partners to promote and support a collaborative policing approach to wider public sector service redesign.</p> <p>3.8 We will work with Police Scotland and other partners to embed organisational learning from complaints and seek assurance that thematic causal factors are identified and mitigated.</p> <p>3.9 We will continue to implement our approach to demonstrating Best Value, undertaking a self-assessment against Best Value principles and developing and an action plan to address identified gaps.</p>						
4. Ensure the delivery of the Authority's statutory and public body duties, with a focus on mainstreaming equality	<p>4.1 We will deliver a programme of activities to ensure timely discharge of the range of SPA statutory and public body duties.</p> <p>4.2 We will develop and implement activities which contribute to the delivery of the approved Joint Equality Outcomes and Mainstreaming commitments.</p> <p>4.3 We will deliver the SPA Corporate Parenting Plan and embed a coordinated approach to assuring that the rights of children and young people are taken into account in decision-making.</p> <p>4.4 We will develop and implement a plan to deliver the SPA Information Management Strategy.</p> <p>4.5 We will work collaboratively with Police Scotland to conduct a review of the 2020 Joint Strategic Police Plan and report the outcome to the Authority.</p>	✓	✓	✓	✓	✓	✓

Priority	Objectives	Link to Corporate Plan strategic outcome					
		1	2	3	4	5	6
5. Engage and communicate regularly with our stakeholders	<p>5.1 We will implement and review the approved SPA Engagement Strategy and Local Authority Engagement Plan.</p> <p>5.2 We will take learning from these in-year engagement activities to develop a revised SPA Engagement Strategy and Local Authority Engagement Plan for 2023-26.</p>	✓	✓	✓			✓
6. Enhance the Authority’s digital presence and the accessibility of our information to promote our activity	<p>6.1 We will develop and implement an improved approach to our digital presence and information accessibility including launch of a new SPA website.</p> <p>6.2 We will grow our digital presence on social media and other channels throughout the year.</p>	✓	✓				✓
7. Ensure we value and develop our people, and promote and support their wellbeing	<p>7.1 We will develop the SPA People and Organisational Development Plan for CEO approval and progress its implementation throughout the year.</p> <p>7.2 We will support Board Members in delivering a series of strategic and topical Board Seminars with a focus on public interest issues.</p> <p>7.3 We will support the Chair and Vice Chair in developing a programme of development for Authority members both individually and as a team.</p> <p>7.4 We will assess organisational progress, learning and the changing strategic environment to review the current SPA Corporate Plan to inform development of the Corporate Strategy 2023-2026.</p>	✓	✓	✓		✓	✓

Priority	Objectives	Link to Corporate Plan strategic outcome					
		1	2	3	4	5	6
	<p>7.5 We will undertake a review of the SPA whistleblowing policy, evaluating its implementation against current good practice guidelines and taking any required improvement action as appropriate.</p> <p>7.6 We will develop and deliver a programme of continuous improvement for the Independent Custody Visiting Scheme volunteers.</p>						

Key terms

Accountability

The statutory obligation of the SPA to be responsible for the maintenance of policing of Scotland.

Assurance

An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes for the organisation.

Audit

A systematic and independent review and investigation on a specific subject matter relating to policing.

Best Value

The statutory obligation of the SPA and the Chief Constable of Police Scotland to continuously improve delivery of the Authority and Police Scotland's functions.

Governance

Maintenance of proportionate systems, processes, checks and balances to support strategic decision-making that maintains and improves policing.

Oversight

Scrutiny and examination of all matters relating to the improvement of policing.