

SCOTTISH POLICE AUTHORITY BOARD OBJECTIVES 2025/26

Background

The Board of the Scottish Police Authority is a group of publicly appointed members with a collective responsibility as set out in the Police and Fire Reform (Scotland) Act 2012 to deliver five core functions:

- to maintain the police service;
- to promote the policing principles set out in the 2012 Act;
- to promote and support continuous improvement in the policing of Scotland;
- to keep under review the policing of Scotland; and to hold the Chief Constable to account for the policing of Scotland

In addition, the Authority is responsible for the provision of Forensic Services to the criminal justice sector and an Independent Custody Visiting Service.

The strategic landscape

To support delivery against these responsibilities and to contribute to the delivery of the Scottish Government's Strategic Police Priorities, the Board has agreed the direction and priorities for policing in the following three strategic documents:

[Joint Strategy for Policing 2023-26](#)
[Police Scotland Vision 2030 and 3-year Plan](#)
[Forensic Services Strategy](#)
[Authority's Corporate Strategy 2023-26](#)

The Board's approach

Provide strategic, effective non-executive leadership of policing.

Collaborating with the Executive and leadership teams of policing to provide both support and challenge to ensure policing is effective, efficient, and forward-looking. Promoting best practice, research, and debate around the future of policing in Scotland and championing the growth of evidence and data.

Demonstrate and promote transparent governance and oversight of policing. This will be effective, proportionate, reflective of the public interest and consistent with the Authority's statutory duties. Governance and oversight will be flexible to respond to changing circumstances.

Promote and communicate the Authority's role clearly and confidently, building relations with stakeholders and seeking input from relevant parties on the issues of public interest facing policing.

Our key areas of focus for 2025-26

Members identify areas of focus for the year ahead to guide and prioritise their support and scrutiny of policing. Board members remain concerned that the level of demand on the police and forensic service is not sustainable within the financial envelope available; we will seek greater evidence of fluctuations in demand across both. The Board has two specific objectives for the year ahead:

- Maintain a balanced budget
- Support the development of a sustainable police and forensic service

To meet both objectives, the Board will focus its interest in three specific areas:

1. **CAPACITY** – for example;

- Monitor and oversee Police Scotland's delivery of its Vision 2030 and 3-year plan, supporting policing to adapt to changing needs and demands and make best use of available resources.
- Monitoring efforts to manage mental health and missing persons demand on response policing.
- Oversee investment in leadership and management training/support to increase retention rates and job satisfaction.
- Oversee investment in police and staff wellbeing and welfare support to optimise workforce wellbeing (with indicators including reduced sickness absence and ill health retirement)

2. **CAPABILITY** – for example;

- Investment in technology to increase officer and staff efficiency.
- Championing increased cross-sectoral partnership working to ensure Police Scotland makes best use of UK and wider police capability.
- Focus on transformation/change programmes with emphasis on delivery of a revised model of policing and progress towards enabling Police Scotland and Forensic Services strategies.

3. **CULTURE** – for example;

- Sustained oversight of Policing Together Programme of work to accelerate pace and measure progress to address cultural challenges
- Monitoring and overseeing efforts to strengthen legal and administrative processes, the visibility of misconduct hearings and their outcomes and improve learning from them.
- Oversight of the transformation programme to strengthen and improve system wide HR support within Police Scotland.

OFFICIAL

Board Members will adhere to the [SPA's Code of Conduct](#) and follow the principles laid out in the Scottish Government's ["On Board" guidance](#), including upholding the principles set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000.

Members will operate in a non-executive capacity, declaring all relevant interests and connections. Members will participate in a development programme designed to support them in achieving their corporate and individual objectives and support a culture of continuous improvement within the Authority.

These objectives and areas of focus will be reviewed annually, aligned to coincide with the conclusion of Member end of year reviews.