

## Board Member Objectives: 2021-2022

1. The Police and Fire Reform (Scotland) Act 2012 created the Scottish Police Authority (SPA) and set out its 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
2. These five functions demonstrate the responsibilities of the SPA. Its role in maintaining policing through the £1.3 billion policing budget; 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. In addition, the Authority is responsible for the Forensic Service and the Independent Custody Visiting Service.
3. The five SPA strategic outcomes for 2020-2023 follow from these functions, and are set out in the Authority's [Corporate Plan 2020-2023](#). This plan was approved by Authority members in March 2020 and is supported by an annual Business Plan of activities and priorities.
4. To make progress towards these outcomes all Board members have the following objectives in 2021-2022:
  - **To provide strategic, effective non-executive leadership of policing.** Working effectively as a team the Board will work 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

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policing in Scotland and championing the growth of evidence and data.

- **Demonstrate and promote transparent governance and oversight of policing** which is effective, proportionate, reflective of the public interest, consistent with the Authority's statutory duties and sufficiently adaptable 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.

### For Committee Chairs

- **Provide effective non-executive leadership of your committee in line with the terms of reference.**  
Maintaining effective relations with SPA Corporate, Police Scotland and Forensic Services and liaising with the Authority's SMT and other committee Chairs to ensure effective, proportionate scrutiny of issues, minimising duplication where possible.

In meeting these objectives, 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, declare all relevant interests and participate in a Development Programme designed to support them in achieving their corporate and individual objectives and to support a culture of continuous improvement within the Authority.