

Scottish Police Authority

Business Plan

2021/22



SCOTTISH POLICE
AUTHORITY

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Introduction



The Scottish Police Authority (SPA) Business Plan for 2021/22 sets out the priorities for the coming year that will help deliver the outcomes set out in the Authority's Corporate Plan 20/23¹. Our Business Plan is ambitious and builds on last year's work to implement a new corporate structure and increase our capacity and capability to support the Authority. If last year was one of transition as we developed the size and reach of the team, the coming year will be committed to enhancing our contribution, oversight and support for policing in Scotland.

The Plan aims to reflect four key areas of focus and attitude, recently articulated by our Chair Martyn Evans; localism, social justice, technology and evidence that by definition includes a wide range of views and perspectives. In developing the Plan, we are also grateful for the views and suggestions from key partners who we work with closely across the policing system.

There are a wide range of actions that we will deliver during 2021/22. For example, we will develop our engagement and collaboration with strategic partners in the wider context of public health, to improve services to communities and vulnerable people.

We will focus on improving both the quality and accessibility of the information, research and evidence we provide to support strategic decision-making. There will be activity to scrutinise performance, the delivery of the long-term financial strategy for policing and to improve support to the Authority in its oversight and assurance role. We will mature the approach to the Authority's strategic oversight of transformational change seeking to assess the impact of change activity and related investment to deliver best value.

We will progress recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing, and ensure effective oversight of this improvement activity.

With the Conference of the Parties (COP-26) coming to Glasgow in November 2021, the eyes of the world will be on Scottish policing. The Authority will support Police Scotland as it prepares to deliver its response to COP-26, building on the lessons learned over the last year from our scrutiny of policing of the pandemic, by embedding a robust approach to consideration of human rights, ethics, data privacy, and equalities.

¹ <https://www.spa.police.uk/spa-media/u0xbiwjx/spacorporateplan202023.pdf>

Human rights, equality and ethics are central to our vision of “policing in the public interest” so that public confidence in operational policing is maintained and increased. To do this we will put in place protocols to ensure that there is early engagement and oversight of new and emerging technologies and areas of change, policy and practice at the earliest possible stage.

Our new People Committee, along with the Policing Performance Committee will play a key role in ensuring a human rights and equalities-based approach to workforce and service delivery issues, contributing to a “whole organisation” approach to mainstreaming equalities into everything we do.

The introduction of the People Committee recognises the need for a more in-depth focus on workforce issues, which includes a specific focus on equalities, health and safety, leadership, strategic workforce planning and wellbeing. As part of our plans for improved stakeholder engagement, Staff Associations and Unions will be invited to contribute to the People Committee, ensuring that plans for improved engagement made in the first year of our Corporate Plan begin to be implemented in the second year.

Our commitment to continuous improvement of governance and delivery of our statutory and public body duties will carry on, with the SPA Corporate team providing specialist advice and assistance on key issues affecting the Authority, Police Scotland, their workforces and the wider public.

For example, through the work of our Legal team and through our coordination and stewardship of the Independent Custody Visiting Scheme. Although business as usual, this work supports the overall performance of the SPA’s legislative functions, linking with many of its strategic objectives and business plan activities.

Business Plan priorities are organised under the most appropriate Corporate Plan outcome, however many of these activities are cross-cutting and provide evidence across more than one outcome. Individual objectives will be set for SPA officers in relation to delivery of the priorities, so that there is a recognisable “golden thread” linking roles and responsibilities both to the Business and Corporate Plans.

Lynn Brown
SPA Chief Executive Officer
May 2021

STRATEGIC OUTCOME 1:

Communities and partners have an informed understanding of crime and safety issues and the responsibilities and effectiveness of the police and forensic services in addressing them.

2021/22	BY	LED BY:
<p>1.1 Work with Police Scotland to continuously improve the completeness and accessibility of public performance reporting on policing performance including external benchmarking; to demonstrate the Authority's oversight of policing performance, to promote public understanding of the challenges facing policing, and to maintain and improve public confidence in policing.</p>	Q1-4	Head of Strategy & Performance
<p>1.2 Work with Police Scotland to enhance the public reporting on the return on investment in change, providing an evidence-based narrative which demonstrates the improvement to policing output through the delivery of operational and transformational change.</p>	August 2021 & Feb 2022	Head of Change and Operational Scrutiny
<p>1.3 To commission, compile and articulate the results of research, evidence and data in order to make a comprehensive multi-source assessment of the effectiveness of operational policing and communicate that effectiveness publically via the Annual Report and Accounts to improve public understanding of and confidence in policing.</p>	Sep 2021	Head of Strategy & Performance
<p>1.4 Further strengthen links between the SPA and COSLA, SOLACE and Local Authority Scrutiny Panels in order to enable local operational issues, local performance assessments and local community confidence in policing to be fully reflected in SPA priorities and public reporting on the performance and effectiveness of policing in Scotland.</p>	Sep 2021	Head of Strategy & Performance/ Head of Change and Operational Scrutiny

STRATEGIC OUTCOME 2:

The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making.

2021/22	BY	LED BY:
2.1 Develop an SPA Engagement Plan and underpinning activities for 2021-23 that will draw in the views and voices of key stakeholders to inform the Authority's support and oversight of policing, and progress the Authority's vision for 'policing in the public interest'.	June 2021	Head of Strategic Business Management
2.2. Review and improve the content and accessibility of SPA website and digital presence to ensure the Authority's oversight and activities are effectively communicated through proactive use of the SPA Model Publication Scheme.	Sep 2021	Head of Strategic Business Management
2.3 Working with Police Scotland, develop and adopt as core business a memorandum of understanding that requires early engagement on new strategies, practice, policy and the proposed adoption of new and emerging technologies that enhance the capability of Police Scotland to improve the safety and wellbeing of citizens and communities in order to promote a public discussion which results in a clear understanding of the benefit, risks and mitigation involved.	July 2021	Head of Change & Operational Scrutiny
2.4 Coordinate and manage a programme of work to deliver 21/22 SPA public body duty priorities.	Mar 2022	Head of Strategic Business Management
2.5 Progress recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing, and ensure effective oversight of improvement activity.	Mar 2022	Head of Workforce Governance
2.6 Working with Police Scotland develop and implement a robust approach to the assessment of human rights, ethics, data privacy, and equalities impact, test of change and evaluation as part of the development of proposals for new strategies, practice or policy that ensures the SPA has a comprehensive basis on which to base approval consideration.	Dec 2021	Head of Change & Operational Scrutiny
2.7 Further develop and implement an approach to engaging with citizens and groups to promote an understanding of public views on topics of public interest in policing and to measure, track and examine any changes in public confidence in relation to delivery of policing in Scotland.	Dec 2021	Head of Strategy & Performance
2.8 Develop a collaborative programme with Police Scotland, local authority and third sector partners to examine the effect of deprivation on confidence in policing and develop and evaluate future local tests of change for 2022/23 which are focused on improving confidence in policing in these areas.	Feb 2022	Head of Strategy & Performance

STRATEGIC OUTCOME 3:

Effective collaboration with partners improves services and outcomes for individuals and communities

2021/22	BY	LED BY:
<p>3.1 Work with strategic partners, specifically including but not limited to, blue light partners and local authorities, to promote a collaborative approach to policing activity in the wider context of public sector service redesign, with an initial focus on coordinating the response to how mental health needs are met.</p>	<p>Mar 2022</p>	<p>Head of Strategy & Performance</p>
<p>3.2 In partnership with Police Scotland, engaging with Scottish Government colleagues across departments, and seeking learning from strategists, academia and practitioners worldwide, begin to build an evidence base which will underpin the next Strategic Police Plan, including a focus on gathering feedback and insight from all relevant stakeholders within Scotland.</p>	<p>Mar 2022</p>	<p>Head of Strategy & Performance</p>
<p>3.3 Work with key stakeholders and partners to provide enhanced oversight and scrutiny of the Policing of COP-26, focusing on the delivery of an effective security and policing operation, ensuring the health, safety and wellbeing of all officers and staff across Policing and Forensic Services and providing review of proposed changes in the priorities of Police Scotland to maximise the continuing delivery of local and specialist services to all communities in the run up to and during this event.</p>	<p>Dec 2021</p>	<p>Head of Change & Operational Scrutiny</p>

STRATEGIC OUTCOME 4:

Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value

2021/22	BY	LED BY:
4.1 Develop and implement SPA's approach to securing and demonstrating Best Value.	Mar 2022	Head of Finance, Audit and Risk
4.2 Advance the SPA's approach to assurance mapping to provide the Authority with a clear overview of sources of assurance, relative to risks and activities, to inform decision making.	Sep 2021	Head of Finance, Audit and Risk
4.3 Provide both ownership and scrutiny of medium and longer-term financial strategies that provide an operationally and financially sustainable Authority.	Mar 2022	Head of Finance, Audit and Risk
4.4 Mature the approach to the Authority's strategic oversight of transformational change and the impact of change activity and related investment across the policing system to Best Value.	Mar 2022	Head of Finance, Audit and Risk/ Head of Change and Operational Scrutiny
4.5 Working with Police Scotland embed an approach which ensures the benefits derived from investment made in continuous improvement and transformation, whether they are financial savings, efficiencies, gains in operational capacity or productivity are clearly evidenced and contribute to the demonstration of Best Value and maintain or improve confidence in policing as a publically-funded service.	Mar 2022	Head of Change and Operational Scrutiny/ Head of Finance, Audit and Risk

STRATEGIC OUTCOME 5:

A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands

2021/22	BY	LED BY
<p>5.1 Influence and seek assurance on the development of a new People Strategy, and on the development and effective implementation of a corresponding 21/22 Delivery Plan, ensuring clear reporting against planned timescales for completion of agreed deliverables, and demonstrating evidence of impact of completed actions against strategic outcomes (particularly in respect of equality, diversity and inclusion; strategic workforce plan implementation; and leadership development).</p>	<p>Mar 2022</p>	<p>Head of Workforce Governance</p>
<p>5.2 Working with Police Scotland, Scottish Government and Staff Bodies, ensure approaches to workforce pay and benefits are aligned to strategic objectives in relation to wellbeing, diversity and capacity to improve the delivery of policing to the public.</p>	<p>Mar 2022</p>	<p>Head of Workforce Governance</p>
<p>5.3 Develop and implement an SPA Corporate People and Organisational Development Plan to support the new organisational design and facilitate effective delivery of the SPA Corporate Plan.</p>	<p>Mar 2022</p>	<p>Head of Workforce Governance / Head of Strategic Business Management</p>

STRATEGIC OUTCOME 6:

Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues

2021/22	BY	OWNER
6.1 Develop an SPA Share Point evidence and information hub, reflecting SPA's growing evidence and research capability, thus improving the evidence base to support the Authority's decision-making, oversight and scrutiny responsibilities.	Sep 2021	Head of Strategic Business Management
6.2 Working with Police Scotland, Scottish Government colleagues and other key stakeholders to develop and implement an approach to horizon and environmental scanning to enable early strategic and operational assessment of emergent issues in order to allow the Authority to take an informed public position and support a wider public debate of issues which are, or will be in the public interest.	Sep 2021	Head of Change and Operational Scrutiny/ Head of Strategy & Performance

