



SCOTTISH POLICE
AUTHORITY
policing in the public interest

Corporate Plan

2020-23

INTRODUCTION

This Corporate Plan 2020-2023 sets out the role and responsibilities of the Scottish Police Authority (the Authority) as the governance body for policing in Scotland, the outcomes we seek to achieve and the high level activities designed to achieve them. It aligns to the [Strategic Police Priorities](#) which were published in December 2019, and should be read alongside the Authority's jointly produced [Strategic Police Plan](#) and the [Forensic Services Strategy](#), which were developed collaboratively with the Services and relate to the delivery of the police and forensic services that are 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 will be underpinned by an Annual Business Plan which will set out the Authority's priorities for the year and explain how the Authority will measure its performance.

BACKGROUND

The [Police and Fire Reform \(Scotland\) Act 2012](#) sets out principles which underpin the policing of Scotland. These are:

that the purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland; and

that the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which

(i) is accessible to, and engaged with, local communities, and

(ii) promotes measures to prevent crime, harm and disorder.

The Authority has a key role in the policing system, which also includes Police Scotland, Her Majesty's Inspectorate of Constabulary in Scotland and the Police Investigations and Review Commissioner. These bodies are part of the criminal justice system and wider public sector landscape. Local Authorities are empowered to specify measures to be included in Local Police Plans, and approve a Local Police Plan for their area.

In terms of its governance role the Authority sets strategy, scrutinises and reports on performance, supports continuous improvement activity, and listens to and takes into account what people are

saying about policing in Scotland. The Authority is also the legal employer of all staff, and plays a key negotiating role in relation to police officer pay, regulations and pension matters.

The Authority's everyday work is focused on maintaining and improving policing in Scotland. We keep the state of policing under review, monitor performance, and seek assurances from the Chief Constable about how Scotland is being policed based on information and evidence.

The Authority draws on a range of evidence and on independent, expert opinion from a number of bodies, including inspectorates, auditors and similar organisations.

THE AUTHORITY'S PURPOSE AND RESPONSIBILITIES

The introduction of a new national police service in the Act required new and robust accountability and support arrangements. The Authority came into being on 1 April 2013 and was designed to provide clear separation between Scottish Ministers and the police service, to ensure the Chief Constable is free from undue political influence in making decisions about the investigation of crime.

The Authority consists of a Board of up to 15 members, including a Chair and Vice Chair, who are selected through an impartial public appointments process and appointed by Scottish Ministers. The Board is supported by a team of

staff who provide advice and support.

Scottish Ministers remain accountable to the Scottish Parliament for policing services, although their role is primarily strategic, focused on the appointment of Board members, approving the appointment of the Chief Constable, and setting strategic priorities. Ministers also have an interest in the way in which the Authority discharges its functions as a public body. Our relationship with the Scottish Government sponsor team is set out in a Governance and Accountability Framework.

As the governance body for policing the Authority's role and responsibilities are distinct from most other public bodies. The scale of our role is significant, including responsibility for securing best value in relation to its annual budget of over £1.2 billion, the scrutiny of a national police service of 17,259 police officers* supported by police staff, which has a crucial role in enforcing and upholding fundamental human rights and the delivery of forensic services to partners in the wider criminal justice system.

Through the effective discharge of our functions,

the Authority seeks to be an advocate for policing and supports continuous improvement, ensuring communities receive the best service possible.

Through our Board and Committee meetings a series of checks and balances is implemented to ensure that major decisions about the policing of Scotland are made transparently and appropriately. This helps to ensure that Scottish policing is based on public consent—in a way that commands respect and builds public trust and confidence.

BEST VALUE

The Authority and the Chief Constable each have an overarching duty to achieve Best Value, securing continuous improvement in the performance of the organisations' functions. This means that each must make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance have regard to economy, efficiency, effectiveness, equal opportunities requirements, and the achievement of sustainable development.

* as of 31st December 2019



THE AUTHORITY'S FIVE MAIN FUNCTIONS

Promoting the policing principles

The Authority keeps the **policing principles** at the forefront of its activities and decision-making, taking into account how they are applied in policing, including ensuring operational plans and strategies are consistent with them. In particular this applies to the coproduced **Strategic Police Plan** and the Chief Constable's **Annual Police Plan**.

Maintaining the Police Service

The Authority is funded directly by the Scottish Government through Grant in Aid and the Authority allocates funding to maintain the police service. Additional money is available through a Reform fund held by the Scottish Government. From within our available budget allocation we must provide the Chief Constable with financial resources to ensure: that an appropriately resourced workforce is in place and paid to deliver policing services; and that buildings, vehicles and technology systems are maintained. We also allocate funding to Forensic Services and support the Authority's executive staff team and Board. The Authority scrutinises major investment decisions and decides whether to approve them, including business cases for transformational change. We also work with Police Scotland and Forensic Services to establish the funding required to ensure that policing in Scotland can operate sustainably, making the case for funding to the Scottish Government.

Promoting and supporting continuous improvement

The Authority places a high level of importance on continuous improvement. We promote and

support self-assessment activity and benchmarking to identify areas where policing could be improved. We ensure that improvement opportunities identified through audit and inspection activity are being taken forward, and are achieving the desired effect. The Authority also works collaboratively, looking at how policing can better integrate with other "Blue Light" services and with other organisations across the criminal justice sector and beyond. This is especially important as a number of policing challenges are cross-cutting in nature and benefit from a joined up approach across services.

Keeping policing under review

The Authority regularly assesses policing performance and engages with a wide range of stakeholders to understand their views and experiences of policing. We listen to what the public and our partners are saying about policing, and work in partnership with Police Scotland to prepare a joint **strategic police plan** based on evidence, and containing outcomes and activities to improve policing now and in the future. The Authority also publishes and lays in Parliament each year an assessment of policing performance, which includes analysis and opinion from across the policing system, local authorities and other assurance bodies.

Holding the Chief Constable to account

The Chief Constable is accountable to the Authority for the policing of Scotland. We ask the Chief Constable publicly about how Scotland is being policed with reference to the Strategic Police Plan and other priorities. This includes examining policing performance, and the community and local impact of policing, taking into account the differing nature of communities, whether geographic, social or virtual. We scrutinise and engage on proposed policy changes in terms of how policy is delivered, and any implications relating to human rights, ethics, equality and diversity.

ADDITIONAL RESPONSIBILITIES

The Authority has a number of specific responsibilities, linked to the five main functions, and fulfils several other significant duties, including the provision of services.

Providing Forensic Services

The Authority provides forensic services to Police Scotland, the Crown Office and Procurator Fiscal Service, and the Police Investigations and Review Commissioner. Forensic Services are based in state-of-the-art facilities at the Scottish Crime Campus at Gartcosh. A comprehensive range of forensic services are provided, including fingerprint, DNA,

firearms and ballistics analysis, and a large team of scene examiners operates throughout the country. Around 500 staff work in Forensic Services.

Management of an Independent Custody Visiting Scheme

The Authority manages an Independent Custody Visiting Scheme (ICVS) for Scotland, which monitors the welfare of people detained in police custody facilities. The Scheme comprises a network of around 170 Visitors, volunteers drawn from communities across the country, who make unannounced visits to custody suites, checking on the treatment of those detained, the conditions in which they are being held, and that their rights and entitlements are being observed. We publish an [Annual Review of Independent Custody Visiting](#) on our website.

Appointment of senior police officers

The Authority is responsible for appointing senior police officers, which includes the ranks of Chief Constable, Deputy Chief Constable and Assistant Chief Constable.

Employer of all staff

The Authority is the legal employer of more than 5,000 staff who work in both the Authority and Police Scotland. We are responsible for negotiating staff pay in line with Scottish Government pay policy, as well as determining staff terms and conditions and ensuring that arrangements are in place for pensions.

Membership of the Police Negotiating Board

The Authority participates in negotiations about police officer pay and terms and conditions before making recommendations to Scottish Ministers. The Scottish Government also consults us, via the Scottish Police Consultative Forum, on the development of regulations on the governance, administration and conditions of service of constables and police cadets. The Authority is a member of the Police Pension Board and Scheme Advisory Board, and we are responsible for decisions on ill health retirement and injury on duty awards.

Holding budgetary accountability and publishing an Annual Report and Accounts

The Authority's Chief Executive is the Accountable Officer and has a personal accountability to Parliament for the propriety and regularity of the budget. This responsibility covers the entirety of the

budget for policing. We publish an [Annual Report and Accounts](#) which we lay before Parliament. The Annual Report and Accounts is audited by Audit Scotland.

Preparation and review of strategic plans and performance

The Authority works with Police Scotland to prepare and publish a joint [Strategic Police Plan](#), keeps it under review, and has a statutory duty to consult with Local Authorities and HMICS prior to preparing it. We work with the police service to prepare strategic police plans, and provide comment to the Chief Constable on the draft copy of the Annual Police Plan. The Authority may also specify the manner in which Local Police Plans are published. Each year the Authority reviews its own performance, and that of Police Scotland, publishing a performance assessment within the [Annual Report and Accounts](#).

Handling complaints

The Authority handles complaints about senior police officers of Police Scotland, the SPA itself and staff members of the SPA. We also have specific statutory responsibilities for handling misconduct allegations about senior officers and overseeing Police Scotland's complaint handling arrangements

Additional duties

In addition to the functions and responsibilities in the 2012 Act the Authority undertakes a diverse range of public body duties, conferred upon it by other statute, as well as recognised good practice in public bodies.

These duties include but are not limited to:

- Contributing to the Scottish Government's action plan on cyber resilience
- Ensuring that policing contributes to community planning and empowerment and supporting the delivery of local and national outcomes
- Acting as the Contracting Authority for all Police Scotland procurement
- Producing plans and reports, including a Gaelic Language Plan, a Biodiversity Report and reporting on the Authority's role in addressing Climate Change
- Improving outcomes for island communities when making strategic decisions on policing
- Compliance with Health and Safety legislation
- Maintaining accreditation for Forensic Services
- Producing Equality Outcomes and reporting on progress in achieving these
- Reporting on Fairer Scotland duties

The Scottish Police Authority's Corporate Plan 2020-23

SCOTTISH GOVERNMENT STRATEGIC POLICE PRIORITIES: Crime and Security, Confidence, Partnerships, Sustainability, People, Evidence

Scottish Police Authority: Vision & Values, Strategic Outcomes and Activities

Our Vision: *Policing in the public interest*

Values: Selflessness, Integrity, Accountability, Openness, Leadership, Objectivity, Honesty, Public Service, and Respect**



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

ACTIVITIES

1. Hold the Chief Constable to account for the delivery of policing in accordance with the policing principles, relevant priorities, and the objectives and outcomes in agreed strategies and plans
2. Identify areas for performance improvement and monitor and support the delivery of improvement in those areas
3. Communicate and engage publicly on the success of, and challenges faced by policing in Scotland, using an agreed outcomes-based performance framework



Strategic Outcome 4

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

ACTIVITIES

1. Maintain adaptable, effective and efficient police and forensic services, supporting them to secure and make the best use of their resources to meet current and future demand
2. Ensure service transformation is based on robust evidence that demonstrates Best Value, and that delivery of transformation achieves its stated benefits
3. Seek to reduce the environmental impact of service delivery



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

ACTIVITIES

1. Conduct business openly and transparently, strengthen relationships with communities across Scotland and actively seek to engage the public and stakeholders in this work
2. Promote Scottish policing and proactively identify and engage with Police Scotland and others on issues of significant public interest and risk
3. Mainstream equalities and human rights considerations across the Authority's work



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

ACTIVITIES

1. Ensure that an appropriately resourced, diverse and sustainable workforce is in place to meet organisational needs and ensure continuous improvement in relation to employee engagement and wellbeing
2. Ensure that the Authority's responsibilities are met in relation to health, safety and welfare and that responsible employment practice can be evidenced through scrutiny of the implementation of workforce policies
3. Ensure that effective mechanisms are in place to engage with staff associations and trade unions as key organisational stakeholders



Strategic Outcome 3

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

ACTIVITIES

1. Ensure strategic planning addresses the need for policing to work in partnership to improve services to communities and vulnerable individuals, and build community resilience
2. Take an active and strategic role in understanding and defining the police role in service delivery across the public sector
3. Provide leadership and influence to help the police and forensic services build strong partnerships to deliver more effective and efficient services across organisational boundaries



Strategic Outcome 6

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

ACTIVITIES

1. Ensure that the development, delivery, resourcing and monitoring of police and forensic services are based on robust evidence
2. Draw on research findings and advice from external experts to support horizon scanning, planning and policy development
3. Develop the range of evidence used to inform the Authority's scrutiny and communicate with the public and stakeholders about the future development of policing

INTEGRATED WITH AND SUPPORTING THE DELIVERY OF POLICE AND FORENSICS OUTCOMES

The unique role of the Authority is expressed in its own Outcomes for the oversight and governance of the policing system. These outcomes form part of the integrated, system wide Strategic Outcome based framework for policing. Outcomes for the operational delivery of policing have been coproduced with Police Scotland and Forensic Services colleagues and published in the [Strategic Police Plan](#) and [Forensic Services Strategy](#). The Authority discharges its five main statutory functions (page 4) across the policing system, supporting the achievement of progress across all of these outcomes.



Strategic Police Plan Outcomes

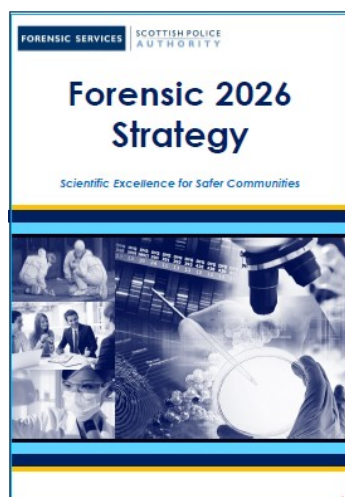
Outcome 1 - threats to public safety and wellbeing are resolved by a proactive and responsive police service

Outcome 2 - the needs of local communities are addressed through effective service delivery

Outcome 3 - the public, communities and partners are engaged, involved and have confidence in policing

Outcome 4 - our people are supported through a positive working environment, enabling them to serve the public

Outcome 5 - Police Scotland is sustainable, adaptable and prepared for future challenges



Forensic Services Strategic Outcomes***

Outcome 1 - positive and vibrant workplace for all of our people

Outcome 2 - responsive provision of science from crime scene to court

Outcome 3 - effective demand management, maximising the value we add

Outcome 4 - deployment of cutting edge techniques in forensic science

Outcome 5 - maintained quality standards and assurance across multi-faceted forensics expertise

Outcome 6 - commercial capability and value for money

*** NOTE - Forensic Services will be reviewing these strategic outcomes during 2020/21

THE BOARD

Board members contribute a wealth of cross-sectoral skills, knowledge, expertise, experience and perspectives. A biography of each of the Authority's **Board Members** can be accessed on our [website](#).

They act in accordance, and comply with, recognised best practice set out in [On Board: A Guide for Members of Statutory Boards](#). As Board members appointed through the public appointments process, members perform their role in accordance with The Ethical Standards in Public Life etc. (Scotland) Act 2000.

The Board operates at a strategic level, providing a mandate for work, offering strategic guidance and suggestions, articulating a vision and communicating their expectations regarding standards. Critically, the Board holds the Executive leads - the Chief Constable, Director of Forensic Services and the Authority's own Chief Executive - to account for the delivery of their respective functions and duties. The Board focuses its involvement on strategic activity which adds value to operational delivery, and allows Members to scrutinise work independently, providing challenge, advice and constructive criticism.

THE EXECUTIVE TEAM

The Board is supported to carry out its functions and responsibilities by a current team of 32 permanent staff, who act in a range of capacities (including advisory and secretariat), and support the delivery of the Authority's functions, responsibilities and duties as set out in this Plan.

The Authority's staff team is led by a Chief Executive who acts as the principal advisor to the Board. As Accountable Officer the Chief Executive also has a personal accountability to Parliament for the way in which the Authority is being run, and how financial resources across the Authority and Police Scotland are being managed. This includes ensuring that appropriate controls and governance arrangements are in place to ensure propriety and regularity in accounting practices, and achievement of Best Value. Police Scotland's Chief Financial Officer has a reporting line into the Authority's Accountable Officer (as well as Police Scotland). The Director of Forensic Services reports directly into the Board.

Details of the Authority's senior management team can be found on the Authority's [website](#).

HOW BUSINESS IS CONDUCTED

The Authority works in a way that is accountable, proportionate and transparent, and which accords with the nine key principles underpinning public life in Scotland: Selflessness, Integrity, Accountability, Openness, Leadership, Objectivity, Honesty, Public Service, and Respect.

The Authority carries out its role through a set of arrangements that are used to scrutinise policing and support continuous improvement. The Authority's [Governance Framework](#), which is reviewed regularly, describes in detail how governance is structured and the practices and principles which underpin the Authority's arrangements.

Some areas of decision-making are reserved for the Board as a whole, some for Committees, and some decision-making is delegated. The Authority's [Scheme of Delegation](#) sets out in detail what decisions can be made at particular levels within the hierarchy of the Governance Framework.

The Board meets regularly in different locations around Scotland to consider a range of business. The public and media are encouraged to attend meetings, which are televised using a dedicated livestream channel. The most important decisions are reserved for meetings of the full Board. All of the Authority's Board Members are expected to attend these meetings.

Some sensitive business matters have to be considered by the Board and Committees in private, for example the appointment or conduct of senior officers, matters relating to national security and personal or commercially sensitive information. The reason for doing so is published alongside meeting agenda items.

The **Authority's Committees** consider a range of issues and report to the Board. Each Committee is chaired by a Board Member, and usually includes two or three additional Members. Committees typically meet 4-6 times a year and look closely at particular aspects of policing business. The full terms of reference for Committees is set out in the Authority's **Governance Framework**.

After each committee meeting, Committee Chairs provide a business report to the next full Authority Board meeting, outlining the main business items considered and details of proposed next steps.

Additional Meetings

The Authority uses working groups, workshops and public engagement meetings to improve its understanding of policing matters, and community impact. Many of these meetings focus on specific topical issues. We also use seminars and workshops to explore ways to develop and improve our own performance.

Key matters arising from meetings and events held outwith the formal governance structure are captured in the Chair's report at public board meetings.

Regular engagement takes place with key stakeholders, including local authorities, the Convention of Scottish Local Authorities (COSLA), Staff Associations and Trade Unions, scrutiny partners, and the Scottish Government. These meetings provide an opportunity for discussion of a range of topics and help the Authority to carry out its responsibilities.

EXCELLENCE FRAMEWORK AND RISK MANAGEMENT

The Authority uses an **Excellence Framework** to assure on quality, risk management and continuous improvement in relation to a range of business activities across policing. The Excellence Framework is structured around four themes:

Compliance - We want assurance that the Authority and Police Scotland are performing well, ensuring that policies and procedures are complied with, and that effective action is being taken to mitigate against risks.

Learning - We want assurance that the recommendations from internal and external scrutiny are implemented and we learn lessons from past events that contribute to achieving Outcomes and Objectives as they apply to Police Scotland, the Authority and both organisations collectively.

Efficiency and Effectiveness - We want assurance that policies, standard operating procedures, and quality standards are being adhered to and implemented in an efficient and effective way. We want, and have a duty to continually improve services provided by the Authority and Police Scotland, through a formal review process aligned to the priorities and objectives within the Strategic Police Plan and all underpinning plans. We want, and have a duty to strive to secure best value in all that we do.

Preparedness - We want assurance that we are prepared for future events and changes and that we have mechanisms in place to learn the lessons of the past.

The Authority also maintains a **Strategic Risk Framework**, which sets out how the Authority manages strategic risk, promoting delivery and achievement of the Strategic Outcomes and accompanying Activities set out in this Corporate Plan.



policing in the public interest

MONITORING PROGRESS

Specific milestones and measures related to achieving this Plan, and indicating progress against it will be set out each year in the Authority's supporting Business Plan. The Business Plan will also reference work under way within the Authority to take forward continuous improvement.

The Authority will report publicly on progress in relation to delivery of this Corporate Plan through a number of established mechanisms:

An annual assessment of the Authority's performance will be included in the Annual Report and Accounts. This is a requirement at Section 39 of the Police and Fire Reform (Scotland) Act 2012. Audit Scotland audits the Annual Report and Accounts, and the report is published and laid in Parliament. The Authority's Audit Committee and Policing Performance Committee will oversee the development of the Annual Report and Accounts each year.

The Chief Executive Officer will report to the Authority (the Board) on progress and achievement of the Corporate Plan at regular public meetings of the Authority.

This Corporate Plan will be reviewed after three years in accordance with the planning cycle, aligning with reviews of the Strategic Police Plan and the strategy for Forensic Services.

CONTACT US

The Scottish Police Authority welcomes comments, feedback and suggestions. You can get in touch with us in the following ways:

General Enquiries: E-mail: enquiries@spa.pnn.police.uk

Tel: 01786 896630 or write: The SPA, 1 Pacific Quay, Glasgow, G51 1DZ

Complaints: E-mail: complaints@spa.pnn.police.uk or Tel: 01786 896630

Freedom of Information requests, please E-mail: foi@spa.pnn.police.uk

Media enquiries, please contact: E-mail: media@spa.pnn.police.uk or Tel: 01786 896871 / 01786 896882 Out of hours: 01786 896890

ACCESSIBILITY

This Corporate Plan can be made available in various alternative formats. Please contact us via enquiries@spa.pnn.police.uk or 01786 896630



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