**Scottish Police Authority Corporate Strategy– Draft Implementation Plan**

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| Strategic Outcome 1 – Communities are informed and confident that policing is accountable |
| We will do this by: | Activity: | Milestones will include: |
| * Strengthening relationships with communities and actively seeking to engage the public and stakeholders in our work
* Communicating and engaging on the success of, and challenges faced by, policing in Scotland using an outcomes based framework
* Ensuring transparency in the work of the Authority and Police Scotland
 | Develop public and stakeholder understanding of the role, responsibilities and value of the Authority across the policing landscape. | * Public polling activity
* Launch of new and accessible website
* Development of Authority core script
* Places of safety activity
* Mental health event series
* Supporting LA scrutiny committees
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| Strengthen the Authority’s insights and understanding of the public’s view on policing and matters of public interest. |
| Enhance the accessibility of Authority governance, oversight and support for policing and Forensic Services |
| Enhance public reporting, oversight and the promotion of continuous improvement in policing  |
| Convene dialogue with key stakeholders to enable and promote opportunities for effective collaboration. |
| Support scrutiny/ oversight and public assurance across the full range of policing matters |
| Continue to deliver the independent custody visiting service, recognising the contribution it makes to the wider policing system |
| Promote and support work which improves outcomes for children and young people  |
| Deliver a collaborative programme of events focused on understanding the challenges presented by mental health demand, both in relation to service delivery and our workforce |

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| Strategic Outcome 2 – We have effective collaboration with partners |
| We will do this by: | Activity: | Milestones will include: |
| * Promoting Scottish policing in the UK and beyond; proactively identifying and engaging with all stakeholders on issues of significant public interest
* Taking an active and strategic role in understanding and defining the police role in service delivery across the public sector
* Actively engage with Police Scotland and Forensic Services to build strong partnerships across organisational boundaries.
 | Engage with civic and civil society to build our network and understanding of the role of policing in addressing the issues they face. | * Community confidence activity
* Research & evidence forum workplan
* Stakeholder mapping
* Delivery of the engagement strategy
* Delivery of joint equality outcomes
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| Work with strategic partners to identify, promote and support collaborative and evidence based approaches. |
| Deliver the commitments to collaboration from the Authority’s Engagement Strategy.  |
| Strengthen the Authority’s external partnerships and networks to ensure representation from the full range of communities of Scotland. |
| Work with stakeholders to oversee and implement recommendations, inform future legislation and public policy following key publications and reviews, for example the Dame Elish Angiolini Review |

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| Strategic Outcome 3 – resourcing requirements are based on evidence, need and best value  |
| We will do this by: | Activity: | Milestones will include: |
| * Supporting and maintaining adaptable, effective, efficient and sustainable police and forensic services
* Ensuring service transformation is based on robust evidence that demonstrates best value
* Maintaining a focus on equality and human rights considerations across the Authority’s work.
 | Work with key stakeholders to improve our approach to long-term sustainable financial planning and risk management  | * Develop the evidence base for key policing issues.
* Framework for prioritisation
* Best value activity
* Impact assessment framework
* Sustainability plan
* ICVS digitisation
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| Implement and embed our approach to demonstrating Best Value |
| Deliver the commitments made in relation to mainstreaming equalities & human rights.  |
| Promote sustainability through reducing SPA Corporate impact on the environment |
| Modernise the Independent Custody Visiting Scheme through delivery of the agreed improvement plan |
| Oversee change and transformation activity, ensuring a focus on addressing demand, best value, and public benefit |

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| Strategic Outcome 4 – our workforce is valued, engaged and skilled |
| We will do this by: | Activity: | Milestones will include: |
| * Seeking assurance that an appropriately resourced, diverse and sustainable workforce is in place, underpinned by a robust approach to employee engagement and wellbeing
* Ensuring that effective mechanisms are in place to engage with staff associations and trade unions as key organisational stakeholders
* Demonstrating responsible employment practice, with a focus on health, safety and welfare
 | Enhance our engagement with our staff associations, trade unions and diversity associations. | * Staff association and union engagement
* Learning & development activity
* Organisational development
* Strategic workforce planning
* EDI focus
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| Promote a positive, inclusive and learning culture across the policing system |
| Deliver through appropriate mechanisms a strategic approach to workforce pay & reward  |
| Engage with a broad range of stakeholders to inform our consideration of key workforce issues such as equality and diversity, learning and development, strategic workforce planning and cultural issues |
| Ensure continuous improvement by identifying further action to enhance Fair Work  |
| Develop and deliver a programme of activity to recognise the contribution of, and continue to develop, our people  |

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| Strategic Outcome 5 – We are a learning organisation, where decision making and oversight are evidence led |
| We will do this by: | Activity: | Milestones will include: |
| * Seeking assurance that service delivery, resourcing and investment decisions across the policing system are based on robust evidence
* Analysing research and evidence sources to support horizon scanning, planning and policy development
* Developing the range of evidence used to inform the Authority’s decision making, and communicate with the public and stakeholders on the future of policing
 | Work with others to build and promote a research and evidence base to inform our oversight and decision making across the policing system | * Horizon scanning
* Knowledge exchange and events
* Factsheets and publications
* Self-assessment activity
* Independent data ethics group
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| Undertake public polling and engagement activities which enable an understanding of public views on topics of public interest and enable monitoring of changing public confidence in policing. |
| Fulfil our responsibilities as a professional and effective public body |
| Take assurance from the evidence provided by a range of independent experts to enhance the public understanding of, and confidence in, the role of policing  |
| Continue to undertake joint reviews and projects that support public confidence in policing |
| Optimise our approach to ethical and human rights focused oversight of policing. |
| Regularly review our effectiveness and seek to continuously improve our governance |
| Ensure oversight incorporates sustained benchmarking and comparators |
| Seek assurance that improvement lessons are identified and embedded across all aspects of service delivery |