

Meeting	Audit, Risk and Assurance Committee
Date	14 July 2022
Location	Video-conference
Title of Paper	SPA Corporate 2021/22 year-end performance
Presented By	Lynn Brown, Chief Executive
Recommendation to Members	For discussion
Appendices Attached	Yes Annex 1 – Executive Summary of SPA Corporate Performance 21/22 Annex 2 – SPA Business Plan Delivery 21/22

PURPOSE

This report provides information to the committee for discussion on SPA Corporate performance for the period 2021/22. The report will inform the performance section of the Authority's Annual Report and Accounts for 2021/22.

1. BACKGROUND

- 1.1 Section 39 of the Police and Fire Reform (Scotland) Act 2012 requires that the Authority should prepare an Annual Report containing an assessment of the Authority and Police Scotland's performance in working towards the main objectives in the Joint Strategic Police Plan and, in the case of Police Scotland, implementing the arrangements contained within the Annual Police Plan.
- 1.2 The assessment of evidence from Police Scotland, and the Authority's Corporate and Forensic Services is a main component of the Annual Report, informing the content and structure of the document. The Annual Report provides an opportunity for the Authority to articulate in public how the police service as a whole is performing in Scotland and where areas of improvement have been identified.
- 1.3 The SPA Corporate performance document is designed to contribute to this overall assessment, presenting a balanced and evidence-based assessment of the performance of the Authority for the previous financial year.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Preparation of SPA's Corporate performance submission takes into account (where appropriate) published guidance by [HM Treasury Financial Reporting Manual](#) (FRoM Annex 5) on producing performance assessments as part of an annual report and accounts document.
- 2.2 The [SPA Corporate Plan 2020-23](#) and the [Annual Business Plan 21-22](#) provide focus and direction in order for an assessment of performance to be undertaken.
- 2.3 The SPA Corporate Plan 2020-23 was approved by the Authority in early 2020. It set out six strategic outcomes to be delivered in support of the Authority's vision of policing in the public interest, namely;
 - 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.

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.
3. Effective collaboration with partners improves services and outcomes for individuals and communities.
4. Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value.
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.
6. Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues.

2.4 The SPA Annual Business Plan 2021-22 was approved in May 2021 and sets out a suite of key objectives to be delivered in support of the second year of the SPA Corporate Plan. Annex One contains an executive summary assessment of SPA Corporate performance, with additional evidence of progress against all Business Plan objectives during 2021-22 contained at Annex Two.

During preparation of Annex One for ARAC submission, a further review was carried out on the draft previously submitted to Audit Scotland in mid-June. Two small changes to content were made;

- i. First change in respect of reference to the ability of IAG to discuss specific groups in society in the course of their work and have an impact on how they were policed (p.1);
- ii. A second change involving re-wording of business plan delivery on scrutiny and review of the 2020/21 Police Scotland People Strategy Implementation Plan (p.5).

2.5 In addition, a summary of improvement progress including actions to address recommendations from HMICS' Thematic Inspection of the Scottish Police Authority was reported to the Authority's [Audit, Risk and Assurance Committee](#) in May 2022.

2.6 Collectively, this evidence informs the final SPA Corporate performance assessment for inclusion in the Annual Report and Accounts 2021-22.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1 The proposals set out in the paper are consistent with what is stated in the Police and Fire Reform (Scotland) Act 2012 at Section 39 regarding the Authority's duty to produce an annual report assessing performance by Police Scotland and the Authority in working towards achieving the Strategic Police Plan objectives and, additionally in the case of Police Scotland, implementing the arrangements in the Chief Constable's Annual Police Plan.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper.

6.2 It is important that the Authority has effective arrangements in place to monitor, measure and assess performance, in order to maintain confidence in the policing of Scotland and the oversight and scrutiny of policing.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to consider and endorse the inclusion of key elements of SPA Corporate performance and improvement evidence contained within this report, fulfilling the Authority's responsibilities under Section 39 of the Police and Fire Reform (Scotland) Act 2012.

ANNEX ONE: SPA CORPORATE PERFORMANCE

Learning Lessons from the Pandemic to Improve Policing in the Public Interest

During 2021-22 the Authority maintained and enhanced its comprehensive approach to the oversight of policing whilst supporting Police Scotland's proportionate and common sense approach in the continuing pandemic, i.e. upholding the regulations whilst protecting the principle of policing by consent.

The Authority commissioned, jointly with Police Scotland, a review of the Independent Advisory Group (IAG), set up to provide additional scrutiny of Police Scotland's use of coronavirus powers. The review, which reported in June 2021, found that the IAG provided additional assurance and increased confidence that decisions taken during the pandemic were consistent with human rights and the values of policing by consent. When the report was considered by the Authority, Chair Martyn Evans confirmed that the IAG had informed and enhanced the Authority's oversight of policing during the period.

The IAG on Police Scotland's use of coronavirus powers continued to meet and report to the Authority regularly up until August 2021, with its work tailing off as regulation and additional police powers related to Covid-19 reduced. The work of the IAG, in addition to providing additional assurance on the proportionality and human rights based approach of Police Scotland's policing of the pandemic, enabled valuable discussions on the impact of policing during the pandemic on particular areas of society. For example, highlighting 16-17 year olds and their status as children under the United Nation's Convention on the Rights of the Child, which led within a few weeks to the removal of the power to issue Fixed Penalty Notices to these young people.

This rights-based approach was also evident in the policing of the 26th Conference of the Parties (COP 26) held in Glasgow in November 2021. The Authority built on the lessons learned from its scrutiny of policing of the pandemic, introducing regular scrutiny of the planning and delivery of the policing operation through a specific oversight group; which delivered a robust approach to consideration of human rights, ethics, data privacy, and equalities.

The Authority tested the approach by commissioning independent public polling of over 1000 citizens in the Greater Glasgow area to provide additional evidence on views, attitudes and insights into what residents thought of their police service's approach over this period of visible and intense policing. This polling showed that 60% of respondents supported the policing approach of Police Scotland during COP26 and 63% felt that

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Police Scotland had performed well in making sure marches and protests were well organised.

At the end of 2021 the SPA published its Annual Review of the work of the volunteer-delivered Independent Custody Visiting Service. In her foreword, Vice Chair Jane Ryder recognised the continued commitment of staff and volunteers during the pandemic; expressing the Authority's gratitude to visitors and the Authority's own ICVS team for their resilience, determination, flexibility and commitment to ensuring continued assurance in respect of the welfare and rights of Police Scotland's detainees. A feature of the custody visiting service was the way it adapted to continue its work during the pandemic, using technology to enable "virtual" visiting, for example.

The Authority developed and began to implement a two-year engagement strategy with an accompanying Local Authority engagement plan, setting out the purpose and principles that underpin the Authority's engagement and relationships with stakeholders. In addition to ongoing engagement by the Chair and Executive team with third sector partners and across wider civic Scotland, the principal focus of engagement for the Authority in 2021/22 was local government.

Key engagement events with local government leaders included meetings between the Chair and COSLA presidential team, regular contributions to the COSLA Police Scrutiny Conveners' Forum, and the first SPA / Chief Constable joint contribution to the COSLA Leaders' meeting. For the first time, the SPA offered 3 regional meetings for the Chair, Assistant Chief Constables for Local Policing, and local scrutiny conveners in North, East and West respectively, which allowed for more locally focused discussion related to strategic issues.

The Authority, COSLA and Police Scotland jointly committed to identifying ways to improve public confidence in policing, and address the significantly lower levels of confidence in the service in areas experiencing the greatest levels of deprivation. Key themes from this engagement with local government included the critical role of partnerships in supporting a strong pandemic response across policing and local government, building effective local relationships between policing and local government, the impact of very local issues in supporting public confidence in policing, and the importance to communities of sustaining high levels of service in call handling and response.

The Authority undertook a tripartite review of local police planning in partnership with Police Scotland and COSLA with a view to identifying good practice and areas for development. Review findings were approved by the COSLA Community Well Being Board, and reported in public at the Authority Meeting [23 March 2022](#). The review engaged directly with those involved in local police scrutiny at a local authority level through a survey

and series of workshops, to inform a series of recommendations for delivery over 2022/23

During the year, Authority focus was also directed at improving both the quality and accessibility of information, research and evidence used to support its strategic decision-making. This included work to mature the Authority's approach to strategic oversight of transformational change, seeking to assess the impact of change activity and related investment to deliver best value. A memorandum of understanding was put in place to ensure early engagement and oversight of new and emerging technologies and areas of change, policy and practice at the earliest possible stage.

Following extensive internal and external engagement, including an online survey open to the public, a new set of joint Equality Outcomes for the SPA and Police Scotland were published, providing a refreshed focus for the work which both organisations already have underway in this area. The Authority's new People Committee, along with the Policing Performance Committee played 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 the Authority does.

Leadership and Governance

Strategic leadership in the Authority was strengthened by the appointment of six new Board members in April 2021, bringing a variety of experience in public sector governance and leadership as well as a broad range of perspectives spanning local, national and third sector. New and existing members received a comprehensive induction and development programme with input from key stakeholders including the Scottish Government, HMICS, PIRC and Audit Scotland. In October it was announced with sadness that one of these new members, Bob Black CBE, had died. The Authority and its staff were also sad to hear of the death of Vic Emery, the first Chair of the Scottish Police Authority recognised as making a significant and lasting contribution in the early years of police reform.

Due to a planned period of medical leave by SPA Chief Executive Lynn Brown OBE, Accountable Officer responsibilities were transferred for a six-month period to Deputy Chief Executive Chris Brown, with Deputy Chief Executive Barry Sillers also taking responsibility for a range of Chief Executive duties.

Following an extensive recruitment and selection process, the Authority appointed a new Director of Forensic Services, Fiona Douglas on the occasion of the retirement of Tom Nelson.

Supporting the Chief Constable to maintain his leadership team following several retirements, the Authority conducted a process of assessment, interview and selection leading to the appointment of three new Assistant Chief Constables in March 2022.

The Authority's governance and engagement systems continued to improve and financial controls and management systems are robust and comparable with those across the public sector. The Authority published its 2020-21 Annual Report and Accounts in October 2021, confirming that policing managed its finances during 2020-21 within the budget set by the Authority. In its annual audit statement, Audit Scotland confirmed that the information provided to support the accounts were of a "good standard" and the Authority had made "good progress in implementing" recommendations from last year's audit.

Delivering on the Business Plan

The 21-22 SPA Corporate Business Plan was an ambitious one, reflecting four key areas of focus and attitude; localism, social justice, technology and evidence that by definition include a wide range of views and perspectives. Set against a challenging list of milestones and in the context of ongoing COVID disruption, 93% achievement of the plan represents excellent progress during 2021-22.

Highlights from delivery of the plan include:

- Joint work with Police Scotland to refresh the policing performance framework including the development of benchmarking measures.
- Agreement on a joint Memorandum of Understanding with Police Scotland on engagement and communication relating to new and emerging strategy, policy and practice in areas of significant public interest.
- Good progress on implementing recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing through development of an SPA Ethical Framework and a number of other improvements.
- Delivery of a series of inclusive roundtable sessions, supported by public polling exercises on topics of public interest in policing; policing of COP26 protests; changes in public confidence in policing in Scotland; policing during the pandemic; and public confidence in the use of technology for policing.

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- Increased participation by the Authority in Scottish Institute of Policing Research (SIPR) networks resulting in agreement on joint funding of five projects during 2022 that will support policing to improve engagement with seldom heard communities as well as supporting innovation and learning to maintain policing in the public interest.
- Development and implementation of SPA's approach to securing and demonstrating Best Value alongside progress in the Authority's approach to assurance mapping, now providing a clear overview of sources of assurance available to the Authority.
- Agreement by the Authority of six-monthly change updates, thus maturing 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. A new approach to internal analysis of Business Cases was also developed which is now used to provide analysis and assurance to members.
- Scrutiny and review by the Authority, of the development and effective implementation of the 2020/21 Police Scotland People Strategy Implementation Plan.
- Development of an SPA Share Point evidence and information hub to enable SPA officials' research and briefing in support of the Board's decision-making, oversight and scrutiny responsibilities.

Detailed evidence on the delivery of all SPA business plan objectives can be found in the full SPA Corporate Performance Assessment to be submitted to the SPA Audit, Risk and Assurance Committee in July 2022.

ANNEX TWO: SPA Business Plan Delivery 2021/22

Strategic Outcome One: 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.

Objective 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.*

Evidence: This objective was delivered on time, with the refreshed Performance Framework approved at a meeting of the [Authority](#) in June 2021 (see Item 6.3). SPA input to the development of benchmarking metrics by PS and the final product was reported to the [Policing Performance Committee](#) in March 22 (see Item 3.2).

Objective 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.*

Evidence: This objective was delivered on time, working with both PS and FS to support 6 monthly change updates with a Change Oversight Report produced and heard at the meeting of the [Authority](#) in August 2021 (see Item 12). The Authority also produced and published six [Policing Factsheets](#) about topical policing issues and policing technologies. Year-end change reporting will now be incorporated in the Annual Report and Accounts.

Objective 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.*

Evidence: This objective was delivered in-year although plans for a new programme of longer term polling stretched the overall target date from Sep 21 to March 22. Summary performance information from SPA Corporate, Forensic Services

and Police Scotland was assessed by SPA and presented to the [Policing Performance Committee](#) in June 2021 (see Item 2) and endorsed by the SPA [Board](#) in June 2021 (see Item 6.2). These performance summaries informed the final submission to Audit Scotland in line with the Annual Report and Accounts ([ARA](#)) reporting timetable. Audit Scotland stated the accounts were of a “good standard” and the Authority had made “good progress in implementing” recommendations from last year’s audit. SPA also developed an engagement platform which was used for a range of engagements and work commenced on a three year programme of polling.

Objective 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*

Evidence: This objective was delivered in-year although engagement ongoing throughout the year stretched the overall target date from Sep 21 to Mar 22. A range of engagement with COSLA, Scrutiny Convenors and Local Authorities has taken place with routine engagement mechanisms now agreed. Key partnerships have been created with representative groups and third sector organisations. Embedding this approach will support further partnerships to flourish. This work supported delivery of the [SPA Engagement Strategy 2021-23](#) and [Local Authority Engagement Plan 2021-23](#).

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.

Objective 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'.*

Evidence: This objective was delivered on time. An [Engagement Strategy](#) setting out the Authority's approach to engagement and our priorities for 21-23 was published in June 2021. Following engagement with COSLA, the Authority's [Local Authority Engagement Plan](#) was published in October 2021 and sets out engagement plans for 21-23, including regional meetings.

Objective 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*

Evidence: This priority was delayed due to two unsuccessful procurement exercises stretching the overall target date from Sep 21 to Mar 22. A supplier was appointed in December 2021 with a review of the existing website completed and a user survey in place to gather feedback. A workshop with external partners was held in Jan 22. Following review activity, recommendations for improvement will now inform the build of a new site to be launched 22/23. Procurement delays impacted three milestones which stretched beyond the stated priority deadline, and which will be addressed through work to launch a new website and corporate branding in 2022/23. (Business Plan 22/23 – Objective 6.1) The Model Publication Scheme has been updated and a review cycle agreed. Proactive publication means members' remuneration and expenses are now published quarterly.

Objective 2.3: *Working with Police Scotland, develop and adopt as core business a memorandum of understanding (MOU) 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.

Evidence: This objective was met though planned work to review the implementation of the memorandum of understanding stretched the overall target date from Jul 21 to Mar 22. At the [Authority](#) meeting in June 21, a [joint MoU](#) on engagement and communication relating to new and emerging strategy, policy or practice in areas of significant public interest was agreed (see Item 3a). An appraisal of outcomes and improvements realised through the MoU was completed in Mar 22, along with work to align with the new Oversight of Change approach and this will form part of the ARA.

Objective 2.4: *Coordinate and manage a programme of work to deliver 21/22 SPA public body duty priorities*

Evidence: A wide range of public body duty requirements have been met and reported on time throughout the year. Some examples are included below;

- Equality and Diversity Mainstreaming and Equality Outcomes Progress Report 2021 published, including included statutory reporting on Board Diversity and Gender Representation.
- Development of first SPA Corporate Parenting Plan, approved by the CEO, and presented to the Policing Performance Committee in Dec 2021.
- Joint Equality Outcomes published by SPA/PS in May 2021.
- Draft second edition Gaelic Language Plan, including a call for views, submitted draft to Bòrd na Gàidhlig by Oct 21 deadline.
- All quarterly statistics submitted to SIC on time, showing 100% compliance with statutory timescales, leading to the closure of a Level 2 intervention in Dec 2021.

Objective 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.*

Evidence: Development of an SPA Ethical Framework has been progressed as planned. A number of improvements have been implemented including a revised approach to publication of Complaints and Conduct Committee minutes, a revised SPA Complaints Handling Procedures and Guidance on Senior Officer Conduct Regulations. A [CC Committee 2020/21](#)

[Annual Report](#) was published and reviews carried out of online complaints and equality & diversity monitoring forms. Oversight of implementation of relevant recommendations directed at PS is now provided by PS through a written report to Committee, with HMICS in attendance to discuss their independent assessment of evidence to discharge PS recommendations.

Objective 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.*

Evidence: External benchmarking took place to look at governance approaches to change oversight and an approach has been approved for implementation from 2022/23. **One delayed milestone**, to develop an integrated approach to impact assessment, is progressing significantly through a Working Group and will be addressed as part of work to mainstream equality (Business Plan 22/23 Objective 4.1).

Objective 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.*

Evidence: Analysis of polling and a [roundtable](#) on policing during the pandemic have been completed. Polling around the use of technology for policing has been completed followed up by a [roundtable](#) on public confidence in use of technology for policing.

Objective 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.*

Evidence: A research project proposal was developed. Support and governance routes through PS Public Confidence Governance Board were agreed and a Steering Group established to consider expressions of interest. Expressions of interest for participation in the research project were sought and a work plan for delivery during 22/23 was finalised.

Strategic Outcome 3: Effective collaboration with partners improves services and outcomes for individuals and communities.

Objective 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.*

Evidence: A review of demand data from the mental health governance group was supported and there is ongoing participation in the PS Mental Health Governance Group.

Objective 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.*

Evidence: The Authority has increased participation in SIPR networks during 21-22. Proposals for specific research and evidence projects were discussed at the Joint Research and Evidence Forum in Jan 22. The Authority also scoped content for a public-facing knowledge hub.

Objective 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.*

Evidence: Work to assess lessons learned from the policing and oversight activity stretched the overall target date from Dec 21 to Mar 22. Work completed to support the oversight of business cases, to deliver and evaluate a joint [roundtable](#) and to support the COP26 Oversight group and monitor outputs. Support to the COP26 Oversight group was maintained in progressing the lessons learned work to produce a final report for the Oversight Group in April 22.

Strategic Outcome 4: Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value.

Objective 4.1: *Develop and implement SPA's approach to securing and demonstrating Best Value.*

Evidence: A report on [SPA's approach to demonstrating Best Value](#) was presented to ARAC in July 21. Implementation of this approach is ongoing. Work also took place to share practice with the PS Best Value lead to inform their approach which will be progressed during 22/23.

Objective 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.*

Evidence: This objective was fully met, with a report on the [Authority's strategic assurance map](#) and plans to further develop an annual integrated assurance statement presented to ARAC in Sep 21.

Objective 4.3: *Provide both ownership and scrutiny of medium and longer-term financial strategies that provide an operationally and financially sustainable Authority*

Evidence: A report on the Authority's Financial Strategy was presented to [Resources Committee](#) in Sep 21. A review of the strategy was carried out and reported within the Financial Planning Framework approved by the [Board](#) in March 22 (see Item 10).

Objective 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.*

Evidence: Objective met, with a revised approach agreed by the Authority. 6-monthly change updates with a Change Oversight Report produced and heard at the meeting of the [Authority](#) in August 2021 (see Item 12). Year-end change reporting will now be incorporated in the Annual Report and Accounts. A new approach to internal analysis of Business Cases which can be used to provide analysis and assurance to members was implemented as well as a revised approach agreed to the change oversight framework. Mapping of the transformation portfolio through SPA governance was also completed.

Objective 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.*

Evidence: This objective was partially delivered. Engagement on a coordinated approach completed, supported by an [HMICS publication on transformation benefits](#). The current approach to benefits realisation is now embedded in the Annual Report and Accounts. Internal audit has informed a number of actions to more closely align strategic planning and interdependencies. Two delayed milestones are being progressed with SPA officer engagement with Police Scotland. Police Scotland are currently reviewing their approach to portfolio management and benefits realisation with a view to continually improving their approach (Business Plan 22/23 Objectives 3.5 and 3.6).

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.

Objective 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).

Evidence: This objective was partially delivered. Delay in the new People Strategy being presented to the People Committee has impacted milestones under this priority. Agreement for SPA officials to conduct evaluation of prior People Strategy on behalf of PS, with resulting report to be presented to Committee in Jun 22. One milestone, to influence development of new People Strategy, was delayed. Commitment given by Police Scotland to share draft (informed by learning from SPA-led evaluation of previous Strategy) with SPA officials in advance of presentation to People Committee in Aug 22.

Objective 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.*

Evidence: This objective was partially delivered. Pay negotiations for 21/22 (officers and staff) were completed, with significant planning work completed on fairness and affordability to inform 22/23 negotiations. A more formal framework was established for staff pay negotiation (similar to that for officers). One milestone, to jointly develop officer reward plan was delayed due to dependency on new People Strategy (see 5.1) and protracted 21/22 pay negotiations. Discussions commenced around potential short, medium and long term objectives. However, focus again shifted to 22/23 pay negotiations. Influencing a more strategic approach to reward will be an area of focus for SPA officials in 22/23.

Objective 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.*

Evidence: A learning and development needs assessment for 21/22 was completed, with delayed work on agreeing the final SPA Corporate People and OD Plan completed in March. Work was progressed on the activities identified in the plan and further implementation will progress throughout 22-23 (Business Plan 22/23 Objective 7.1).

Strategic Outcome 6: Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues.

Objective 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*

Evidence: **This objective was partially delivered** as delays impacted one milestone which stretched beyond the stated priority to review use and content of SharePoint that, six months post-launch, will be addressed in September 2022.

Objective 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.*

Evidence: This objective was delivered although the extent of engagement required for this priority stretched the overall target date from Sep 21 to Mar 22. Work was completed to plan an approach to horizon scanning, to engage with British Transport Police on a new Strategic Plan, to create an internal reporting process on horizon scanning and to develop a pro-active engagement strategy and communication channels regarding horizon scanning. Work on an external communication package was delayed but was completed in-year.