



Meeting	Audit, Risk and Assurance Committee
Date	21 May 2025
Location	Online
Title of Paper	SPA Corporate 2024-25 year end performance
Presented By	Lynn Brown, Chief Executive
Recommendation to Members	For discussion
Appendix Attached	Appendix A – SPA Corporate year end performance

PURPOSE

To provide the Audit, Risk and Assurance Committee (ARAC) with an overview of SPA year end performance for 2024-25.

The paper is presented in line with the corporate governance framework of the Scottish Police Authority (SPA) and Audit, Risk and Assurance Committee (ARAC) terms of reference and is submitted for consultation.

1. BACKGROUND

- 1.1 The Authority [Corporate Strategy for 2023 -2026](#) was agreed at the Authority meeting in March 2023. The strategy sets out the role and responsibilities of the Authority and describes the five outcomes we seek to achieve over the three-year period, along with high level activities designed to achieve them.
- 1.2 The 2024-25 Delivery Plan underpins the Strategy with 15 activities and 48 actions tracked to support performance reporting. Specific milestones were defined in the annual delivery plan, which allows tracking and reporting of progress on a quarterly basis.

2. 2024-25 Performance

- 2.1 The report detailed at **appendix A** summarised delivery of the annual delivery plan for 2024-25. 243 milestones were due to be achieved in year two of the strategy.
- 2.2 Over 2024-25 88% (214) of the milestones defined for delivery in the year were completed, with a further 11% (28) carried forward for delivery in 2025-26. 1% (3) actions were closed during the year.
- 2.3 Given the resourcing and capacity challenges faced over the year, and the significant ambition described in year two through 243 milestones, it is felt that 88% delivery represents a successful year for the Authority.
- 2.4 The Authority's corporate team delivered a number of key achievements over 2024-25 as described in appendix A. This includes delivery of key events and briefings on issues of public interest such as Taser, drones and Body Worn Video; delivery of joint Biometrics in Criminal Justice conference; delivery of senior officer recruitment; benchmarking across policing and public bodies including PEEL practice compendium work.
- 2.5 There were 28 milestones that could not be fully completed during the year and have been carried forward to the 2025-26 plan.
- 2.6 Looking forward to year three, the final year of the current three-year corporate strategy, our annual delivery plan for 2025-26 contains 44 action areas that will continue to be reported through committee on a quarterly basis.

3 FINANCIAL IMPLICATIONS

3.1 There are no specific financial implications associated with this paper.

4 PERSONNEL IMPLICATIONS

4.1 There are no specific personnel implications associated with this paper.

5 LEGAL IMPLICATIONS

5.1 There are no specific legal implications associated with this paper.

6 REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper.

7 SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8 COMMUNITY IMPACT

8.1 There are no specific community impact implications associated with this paper.

9 EQUALITIES IMPLICATIONS

9.1 There are no specific equality implications associated with this paper.

10 ENVIRONMENT IMPLICATIONS

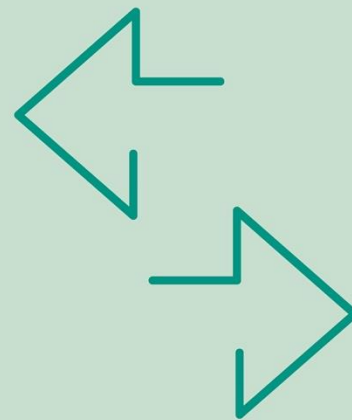
10.1 There are no specific environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to note the progress update and annual performance report.

SPA Corporate Strategy 2023-2026

Progress summary Q4 2024-25



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

SPA Corporate Strategy – Q4 progress summary

Background

The [Corporate Strategy for 2023-26](#) sets out the role and responsibilities of the Scottish Police Authority, the outcomes we seek to achieve, and high-level activities designed to achieve them.

An Annual Delivery Plan underpins the strategy, with activity tracked to support performance reporting. Specific milestones and measures are developed and monitored by the corporate team.

The Delivery Plan for 2024-25 reflects key priorities for the Authority as well as critical areas of business.

This update reflects delivery during the quarter four reporting period. The underlying detail is monitored by the Chief Executive and Extended Leadership Team (ELT).

The actions also include areas for development aligned to the 2024 HMICS inspection of the Authority.

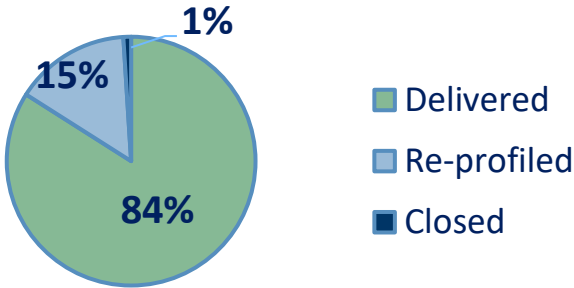
Outcomes and activity

Outcome	Activities	Actions
1. Communities	4	16
2. Collaboration	3	7
3. Resourcing	2	5
4. Workforce	3	12
5. Learning	3	8

The Corporate Strategy sets out the outcomes we seek to achieve under the five high-level headings above.

The 2024-25 Delivery Plan underpins the Strategy with **15 activities and 48 actions** tracked to support performance reporting.

Delivery in Quarter 4 (actual vs planned)



- **84 per cent** of quarter four milestones were delivered as planned.
- Highlights and re-profiled work are summarised by outcome on pages 3-4.
- Re-profiled work refers to activities and milestones due in quarter four which have been revised, such as updating the expected delivery date or expected output of the activity.

SPA Corporate Strategy – Q4 progress summary

Outcome 1 - Communities

■ Highlight

Final Report, Easy Read and Practitioner Toolkit products from the Community Confidence Action Research Project published at a launch event on 27th February 2025.

■ Re-profiled to 2025-26

Develop series of workforce related briefings covering culture, misconduct and other issues – re-profiled to Q1 25-26 due to resourcing pressures.

Carry out the annual review of the Corporate Style Guide, Website Guidance, Accessibility Guidance, and Stakeholder Mapping – re-profiled to Q3 25-26 due to resourcing pressures.

Review and refresh Board and Committee templates incorporating accessibility and a range of public body duty requirements – re-profiled to Q2 25-26 due to resourcing pressures.

Engage with partners to develop longer-term joint audit programme in respect of SPA & PS complaints-handling – re-profiled to Q4 25-26 to align with related work.

ICVS digitisation procurement and installation of digital solution – re-profiled to Q1-Q4 25-26 due to delays in digital division providing resource to the project.

Outcome 2 - Collaboration

■ Highlight

Engaged with partners (PIRC/HMICS/IA) in the planning and delivery of relevant audit / inspection activity and supported monitoring of discharge of recommendations.

■ Re-profiled to 2025-26

Development of engagement strategy – re-profiled to Q1 25-26 due to External Relations resourcing pressures.

Outcome 3 - Resourcing

■ Highlight

Developed the Authority's horizon scanning and longer-term financial information to inform oversight of Police Scotland's financial plans and informed members with a briefing on the budget settlement.

■ Re-profiled to 2025-26

Implement 4RIsK - re-profiled to Q3 2025-26 due to Police Scotland re-tender for the risk management system. SPA will review implementing when a new contract and system is in place.

Influence the development of longer-term scenario planning information from Police Scotland and provide strategic financial oversight of the planned new model of policing – re-profiled to Q1-Q4 25-26 to align with Police Scotland's work to develop a long-term financial plan.

Lead the commencement of work to undertake activity-based costing of Forensic services to gain an initially high-level understanding of the costs of delivering services – re-profiled to Q1-Q4 25-26 as work is ongoing.

Continue to develop the Benefits Realisation Appraisal Framework – re-profiled to Q3 25-26 to follow presentation of Police Scotland's new Benefits Realisation framework.

SPA Corporate Strategy – Q4 progress summary

Outcome 4 - Workforce

■ Highlight

Developed and delivered new member induction programme and members seminar programme.

■ Re-profiled to 2025-26

Progress review of operation of Diversity Staff Associations to maximise effectiveness and impact – re-profiled to Q4 25-26 as issues were identified which have extended the timeline of review.

Develop and deliver SPA corporate approach to Equality, Diversity and Inclusion training – re-profiled to Q2 25-26 due to resourcing pressures.

Identify critical roles where single person dependencies and develop succession plans (including but not limited to, critical roles) - re-profiled to Q4 25-26 due to resourcing pressures.

Complete lessons learned activity for recruitment of modern apprentice – this has been incorporated into the Lessons Learned programme and will be completed in Q1 25-26.

Lead on development and delivery of updated Code of Conduct – re-profiled to Q1 25-26 to align with dependent work.

Outcome 5 - Learning

■ Highlight

Increased our network of benchmarking participants with six new organisations added through the governance benchmarking exercise.

■ Re-profiled to 2025-26

Work with Police Scotland's Graphics team to update the Authority's corporate branding in line with accessibility requirements – re-profiled to Q2 25-26 as awaiting assets to support roll out.

Deliver IM roadshows across Forensic Services – re-prioritised to Q1-Q4 25-26.

Complete annual refresh of sustainability deep dive, evaluate impact of sustainability plan and reflect in ARA – re-profiled to Q1 25-26 due to resourcing pressures.

Work with Police Scotland to document current process and compliance on islands impact – re-profiled to Q2 25-26 to align with annual reporting work.

Implementation of COS – re-profiled to Q3 25-26 to align with delivery date end 2026.

Undertake Quarterly review of reports considered in private for publication – re-profiled to Q1-Q4 25-26.

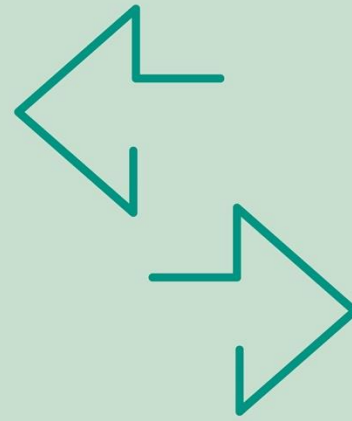
Review of SPA complaints policy & procedure – re-profiled to Q4 25-26 due to resourcing pressures.

Summary

- **15 per cent** of planned work in quarter four was re-profiled for delivery in 2025-26, reflecting revised timescales and / or output for these areas of work.
- **One** quarter four milestone was closed, i.e. no longer required, superseded or not business critical. Work to incorporate unit cost information into the Forensic Services Performance Framework was superseded as a refresh of the Framework included a range of financial measures covering budget spend, efficiencies and benefits realisation.
- The Annual Delivery Plan for 2025-26 and underlying team plans have been updated to reflect re-profiled work and revised timescales. This will be monitored through team plans and reporting to ELT.

SPA Corporate Strategy 2023-2026

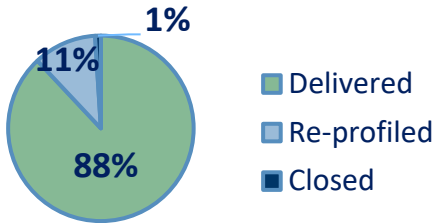
2024-2025 Performance



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

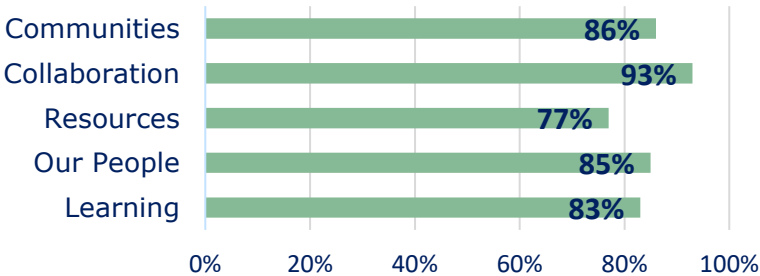
SPA Corporate Strategy – 2024-25 Performance

Overall delivery in Year Two



- Overall delivery **88%** in Year Two.
- Set against a challenging Delivery Plan, this represents positive progress in year and builds on 80% delivery achieved in Year One.
- 11%** of work was re-profiled to 2025-26 to reflect a change in expected delivery date or activity output.
- One** per cent of milestones were closed, i.e. no longer required, superseded or not business critical.

Delivery by outcome



Highlights of achievements

The SPA corporate team made excellent progress over the second year of the Corporate Strategy 2023-26. Some notable achievements are highlighted.

Outcome 1 - Communities

- Published public briefings on a range of subjects regarding their use in policing and related oversight and scrutiny – [Taser](#); [Remotely Piloted Aircraft Systems \(Drones\)](#); [Antisocial behaviour](#); [Body worn video](#)
- Legal advice provided on Police (Ethics, Conduct and Scrutiny) Bill and evidence provided to the Criminal Justice Committee.
- Comprehensive [review of Corporate Governance Framework](#) delivered ahead of schedule and approved by the Board.

Outcome 2 - Collaboration

- The Scottish Biometrics Commissioner, the Authority and Police Scotland hosted the first conference of its kind in Scotland on the use of [Biometrics in Criminal Justice](#)
- Annual plan set for key stakeholder input to Board and Committees, including COSLA, National Crime Agency, British Transport Police and planned input from HMICS.
- Focus Groups held to gain insights into why confidence in policing is lower among some demographic subgroups, and why confidence in the police has fallen among those previously confident. [Findings](#) reported publicly in September 2024.
- Delivered final SPA-specific non-legislative recommendations from the Angiolini Review and joint work with policing partners to inform delivery against legislative recommendations.



SPA Corporate Strategy – 2024-25 Performance

Outcome 3 - Resourcing

- ✓ Assurance and risk frameworks were updated and approved by Senior Leaders.
- ✓ Developed briefing system for members on key programmes and projects to embed the Authority's approach to overseeing change, transformation and improvement in policing.
- ✓ Continued refinement of the oversight of change portfolio. Resources Committee now receive a new and enhanced Change Portfolio Report, and Change Requests are now presented to the Committee as well as End Project Reports. Further refinements will be made as part of ongoing continuous improvement activity.

Outcome 4 - Workforce

- ✓ Supported review of operation of Police Negotiating Board for Scotland.
- ✓ Delivered the second [annual assessment of Fair Work](#).
- ✓ Completed good practice reviews to inform development of workforce policies.
- ✓ Delivered robust and effective chief officer recruitment activity.

Outcome 5 - Learning

- ✓ Development of a [PEEL Practice Compendium](#) of information on policing practice from elsewhere in the UK growing the body of evidence, informing scrutiny and developing a foundation for knowledge exchange and learning.
- ✓ Delivered the Authority's approach and reporting on Community Empowerment.
- ✓ Scheduled and led committee induction, in conjunction with Committee Chairs, for new Board and Committee members.
- ✓ Completed wider benchmarking activity examining public reporting on complaints and conduct matters within policing, to inform engagement with Police Scotland on potential areas for improved public transparency.

Forward look to 2025-26

- The annual delivery plan for 2025-26 is now in place, developed in consultation with the full Corporate team.
- The plan reflects a focus on key priority areas and commitments and progress will be reported quarterly to the Audit Risk and Assurance Committee.
- New Chief Executive in place from Q3 will set future Corporate direction and Strategy.
- Work in 2025-26 will include development of the new Strategic Police Plan. The approach to this will be informed by and inform new member development.