



Meeting	Audit, Risk and Assurance Committee
Date	9 May 2024
Location	Via MS Teams
Title of Paper	SPA Corporate 2023/24 year end performance
Presented By	Lynn Brown, Chief Executive
Recommendation to Members	For discussion
Appendix Attached	Yes – Appendix A

PURPOSE

To provide the Audit, Risk and Assurance Committee (ARAC) with an overview of SPA year end performance for 2023/24.

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 An implementation plan underpins the strategy with delivery of 33 activities tracked to support performance reporting. Specific milestones were defined in an annual delivery plan, which allows tracking and reporting of progress on a quarterly basis.

2. 2023/24 Performance

- 2.1 The report detailed at appendix A summarised delivery of the annual delivery plan for 2023/24. 495 milestones were due to be achieved in year one of the strategy.
- 2.2 Over 2023/24 80% (395) of the milestones defined for delivery in the year were completed, with a further 17% (86) carried forward for delivery in 2024/25. The remaining 3% (14) 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 one through 495 milestones, it is felt that 80% delivery represents a successful year for the Authority.
- 2.4 The Authority's corporate team delivered a number of key achievements over 2023/24 as described in appendix A. This includes delivery of key events and briefings on issues of public interest such as mental health, development of a framework for oversight of ethical and human rights considerations, delivery of the process to appoint the new Chief Constable, completion of the best value self-assessment and delivery of the community confidence action research project.
- 2.5 As can be seen in slide 4 of appendix A, there were a number of milestones carried forward to the 2024/25 year from each of the five strategic outcomes. Delivery of the plan was subject to ongoing review to assess deliverability of commitments and milestones. This led to rephrasing and reprioritisation of delivery during the year.

2.6 In addition to this, 14 milestones have been closed as no longer required, superseded or not business critical. The ongoing review and prioritisation work has allowed some milestones to be merged and refined.

2.7 Looking forward to year two of the corporate strategy, our annual delivery plan for 24/25 contains 48 action areas which will 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 specific 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 equalities implications associated with this paper.

10 ENVIRONMENT IMPLICATIONS

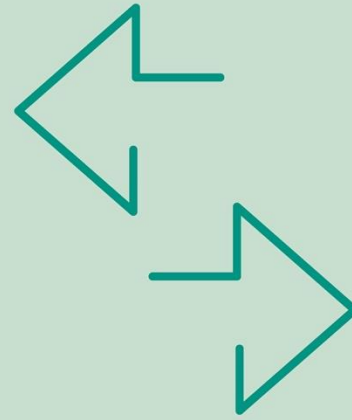
10.1 There are no specific environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to note the progress update.

SPA Corporate Strategy 2023-2026

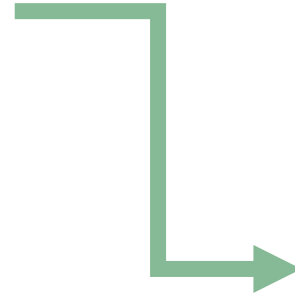
Progress summary Q4 2023-24



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

SPA Corporate Strategy – progress summary

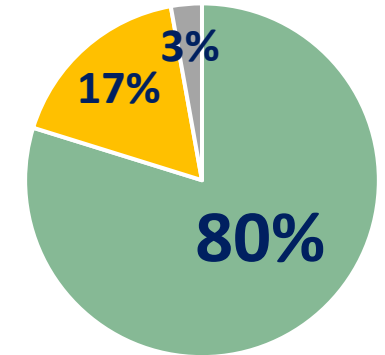
- The [Corporate Strategy for 2023-26](#) sets out the role and responsibilities of the Scottish Police Authority, the five outcomes we seek to achieve, and high-level activities designed to achieve them.
- An Implementation Plan underpins the Strategy with delivery of **33 activities** tracked to support performance reporting. Specific milestones and measures are developed and monitored by the corporate team.
- This update reflects progress against the quarter four reporting period and shows the end of year position. The underlying detail is monitored by the Chief Executive and Extended Leadership Team.
- **495 milestones** were due to be completed over year one 2023-24.
- Deliverability of year one of the Implementation Plan was under continual review over the year in line with our commitment to delivering a living plan.



Overall progress in Year One:

- **80% delivered**

- 17% carried over to 2024-25
- 3% closed



- Set against a challenging Implementation Plan, 80% delivery (395 of 495 milestones) represents a successful year for the Authority given resource pressures.
- Highlights of achievements during 2023-24 are provided on page 3.
- A breakdown of delivery by Strategic Outcome is provided on page 4.

Highlights of achievements in 2023-24

The SPA corporate team has made excellent progress over the last year with a number of significant milestones achieved. Some notable achievements are highlighted below:

Communities

- ✓ [Successful Trauma and Policing event held, with attendance from key national and local stakeholders](#) (April 2023)
- ✓ [Published a public briefing on Children and Young People's Contact with the Police](#) (May 2023)
- ✓ [Published a public briefing on Police Scrutiny in Scotland](#) (August 2023)
- ✓ Launch of our new, accessible [website](#)

Collaboration

- ✓ Secured Government and Parliamentary endorsement of the [Joint Strategy for Policing 2023-26](#)
- ✓ Developed and published the Strategic Partnership Delivery Plan with COSLA and Police Scotland
- ✓ Developed a framework for the oversight of ethical and human rights considerations
- ✓ Delivered the [Community Confidence Action Research Project](#)

Resourcing

- ✓ [Best Value self-assessment](#) completed, which informed the HMICS validated self-assessment of the SPA
- ✓ Delivered the Independent Custody Visiting Scheme Improvement Plan

Our People

- ✓ Developed and delivered the process to appoint a new [Chief Constable](#)
- ✓ Delivered the joint fair work annual assessment with Police Scotland, staff associations and unions to inform the People Strategy
- ✓ Agreed the Working Together Protocol to support improvements to JNCC effectiveness

Learning

- ✓ [Public Body Duties self-assessment](#) completed
- ✓ Progressed benchmarking with comparator oversight bodies

Children and Young People's Contact with the Police – Public Briefing

Briefing No. 14



May 2023



Policing and Trauma

Friday 21 April
2023



Trades Hall,
Merchant City,
Glasgow



Delivery by Strategic Outcome

Outcome	Activities	Actions	Milestones	Breakdown
Communities are informed and confident that policing is accountable.	9	43	163	131 Completed, 25 Carried over to 24-25, 7 Closed
We have effective collaboration with partners.	4	21	46	40 Completed, 4 Carried over to 24-25, 2 Closed
Resourcing requirements are based on evidence, need and best value	6	32	86	70 Completed, 16 Carried over to 24-25
Our workforce is valued, engaged and skilled	5	23	102	75 Completed, 27 Carried over to 24-25
We are a learning organisation, where decision making and oversight are evidence led	9	28	98	79 Completed, 14 Carried over to 24-25, 5 Closed

- Completed
- Carried over to 24-25
- Closed

- Ongoing review was undertaken to assess deliverability of in-year commitments and milestones due to resource pressures and reprioritisation.
- Milestones were prioritised as Essential, High, Medium or Low to support work planning.
- **86 milestones** have been re-profiled for delivery in 2024-25, reflecting revised timescales for delivery of these areas of work. These are now reflected in the Annual Delivery Plan 2024-25 and underpinning team plans.
- **14 milestones** have been closed as no longer required, superseded or not business critical. Where milestones can be achieved through other planned work in 2024-25 we have taken the opportunity to refine and merge milestones.

Forward look – Year 2

The Authority’s [Corporate Strategy 2023-26](#) was approved at the Authority Board in March 2023.

A three-year implementation plan was agreed. This details high level activities underpinning each outcome.

An annual delivery plan process allows tracking and reporting of progress. Overseen by the Extended Leadership Team and reported on a quarterly basis to Audit, Risk and Assurance Committee.

In recognition that the Authority will continue to face resourcing and capacity challenges, the Delivery Plan for 2024-25 reflects key priorities for the Authority as well as critical areas of business. This sets realistic expectations about what can and will be delivered across the course of the year.

Outcome	Activities	Actions
Communities are informed and confident that policing is accountable.	4	16
We have effective collaboration with partners.	3	7
Resourcing requirements are based on evidence, need and best value	2	5
Our workforce is valued, engaged and skilled	3	12
We are a learning organisation, where decision making and oversight are evidence led	3	8

