



Meeting	Audit, Risk and Assurance Committee
Date	22 June 2023
Location	Via MS Teams
Title of Paper	Year End Performance Assessment
Presented By	Lynn Brown, SPA Chief Executive
Recommendation to Members	For Consultation
Appendix Attached	Yes – Appendix A

PURPOSE

To provide the Audit Risk and Assurance Committee (ARAC) with an overview of SPA year end performance for 2022/23.

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 Seven key priorities were identified within the Authority's business plan for 2022/23. The business plan priorities were underpinned by 34 objectives and 165 milestones¹, progress against achievement has consistently been reported to ARAC throughout the year.

2 FURTHER DETAIL

- 2.1 The report at **Appendix A** outlines:
- Achievement of 2022/23 business plan milestones;
 - A summary of the milestones not achieved in year; and
 - A forward look at the strategic outcomes agreed under the corporate strategy 2023-26.
- 2.2 Against a challenging set of milestones, excellent progress was made across the year with **86%** (139) of the business plan milestones being **fully delivered**.
- 2.3 Whilst progress has been made with all milestones there were 22 (**14%**) that were not fully completed in the year. These have been carried over into the Corporate Strategy Implementation Plan and/or team delivery plans for 2023/24 with new target completion dates identified.
- 2.4 A further performance summary will be included in the Authority's annual report and accounts.
- 2.4 The corporate strategy 2023-26 was approved at the Authority meeting in March 2023, five strategic outcomes have been agreed. Progress against achievement of the underpinning milestones will be reported to ARAC throughout the year.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications associated with this paper

4 PERSONNEL IMPLICATIONS

- 4.1. There are no personnel implications in this report.

5 LEGAL IMPLICATIONS

- 5.1. There are no legal implications in this report.

¹ EOY position based on 161 milestones as 4 milestones were closed in-year.

6 REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper.

7 SOCIAL IMPLICATIONS

7.1. There are no social implications in this report.

8 COMMUNITY IMPACT

8.1. There are no community implications in this report.

9 EQUALITIES IMPLICATIONS

9.1. There are no equality implications in this report.

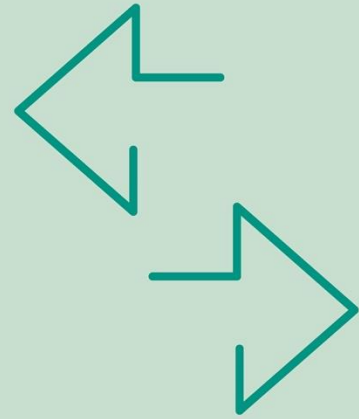
10 ENVIRONMENT IMPLICATIONS

10.1. There are no environmental implications in this report.

RECOMMENDATIONS

Members are requested to note the progress made in year and the commitment to achieve the milestones carried over.

SPA Business Plan progress



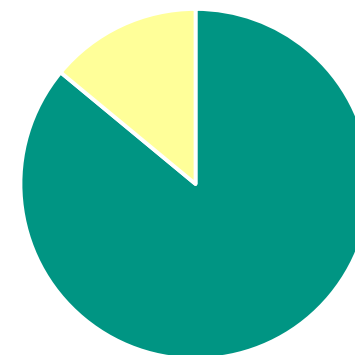
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SPA Business Plan – progress summary

- The Authority's [Business Plan for 2022-23](#) set out 7 priorities for 2022/23.
- These 7 priorities were underpinned by 34 objectives and 165 milestones which were tracked to support performance reporting and delivery of these priorities. In-year, 4 milestones were closed as considered no longer appropriate.
- This update reflects progress against the quarter four reporting period and shows the end of year position. The underlying detail is monitored by SPA officials and SMT.
- The SPA has achieved the majority of milestones set (86%). Further detail on objectives where milestones have been carried over to 2023/24 is shown on the following pages.
- Set against a challenging list of milestones, 86% delivered represents an excellent achievement and a successful year for the Authority.

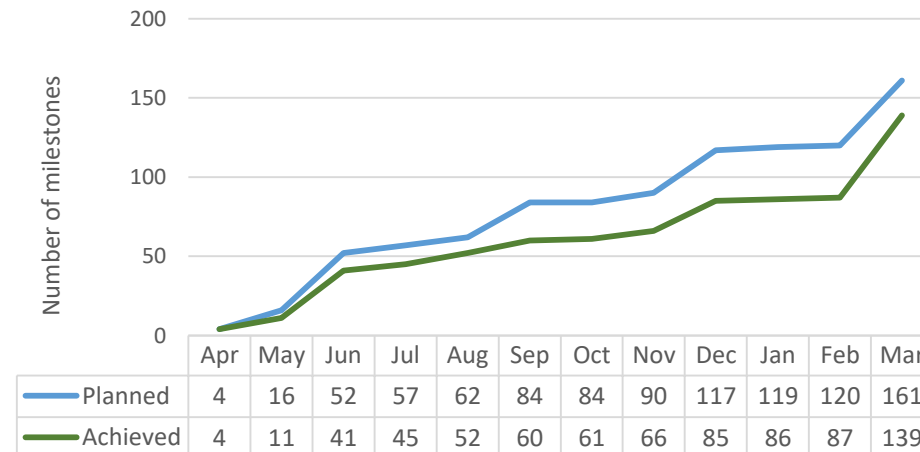
Priority	No. of objectives	No. of milestones	Complete	Not complete in year
1. Public trust / confidence	4	15	14	1
2. Core Service Excellence	6	22	20	2
3. Best Value	9	40	37	3
4. Statutory and Public Body Duties	5	36	32	4
5. Engagement and Communication	2	12	8	4
6. Digital Presence / Information	2	8	2	6
7. Our People	6	28	26	2
Totals %	34	161	139 (86%)	22 (14%)

86% delivered
14% not completed in-year



■ Complete ■ Carried over to 23/24

Milestone progress (cumulative to March 2023)



Highlights of achievements in 2022/23

Despite being a relatively small team of individuals, the SPA corporate team has made excellent progress over the last year with a number of significant milestones achieved. Some of these notable achievements are highlighted below:

Public polling

- ✓ Now in place a programme of independent public polling on policing confidence ([factsheet](#)).

Community Confidence Action Research Project

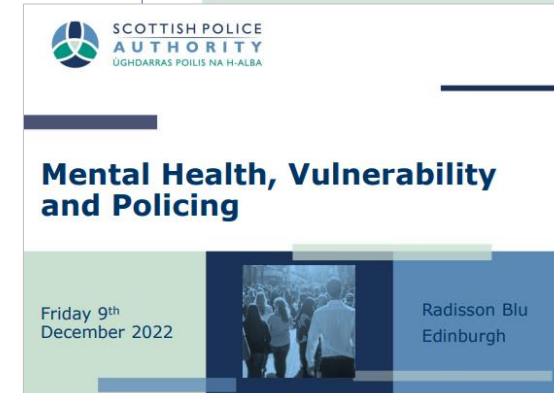
- ✓ [Project](#) with partners to understand variation in levels of confidence in different communities.

Research roundtables

- ✓ Series of roundtables to share good practice, challenges and opportunities for collaboration.
 - ✓ [Places of Safety for Children in Conflict with the Law](#) (November 2022)
 - ✓ [Mental Health, Vulnerability and Policing Conference](#) (December 2022)

Internal service improvements

- ✓ Setting and providing internal performance reporting
- ✓ Developed finance business partnering
- ✓ Reviewed ill health / injury processes
- ✓ Developed Authority oversight of PS change
- ✓ Continuing Best Value assessments
- ✓ Gaelic language plan
- ✓ ICVS vision and strategy



Milestones not completed in-year

Of 161 milestones, **22 (14%)** were not fully completed in-year. For most objectives progress has been made as outlined in the table, however, further work is required to fully complete the objective.

Progress has been carefully monitored throughout the year. All outstanding milestones were considered during business planning work and this activity incorporated into the Corporate Strategy Implementation Plan and/or team delivery plans for 2023/24.

#	Business plan objective	EOY position	Milestone detail and update
1.4	Oversight and input to the response to recommendations from the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing. (Dame Elish review)	75% delivered 1 milestone carried over	Influence enhanced assurance content within Police Scotland reports to CCC. Update: Whilst there has been some improvement, further report development is still required. Engagement with PS ongoing via SPA Members & officials. Target date in 2023/24: Q1
2.4	Develop and implement a finance business-partnering service to support SPA Corporate and Forensics Services and monitor its effectiveness.	87% delivered 1 milestone carried over	Support Forensic Services with financial analysis and input into proposals for long term Drug Driving service planning. Update: SPA Finance continue to support Forensics colleagues and Scottish Government with refinements and clarifications on the financial model for long term drug driving. Resolution/closure links to the assurance review of Forensics Toxicology Provision published in April 2023. Target date in 2023/24: Q3
2.5	Work with key stakeholders to review the current processes for ill health retirement and injury on duty.	75% delivered 1 milestone carried over	Update documentation to reflect new process. Update: Document updates have been delayed to allow for completion of next stages of review work. Target date in 2023/24: Q4 due to dependencies

Milestones not completed in-year *(continued)*

#	Business plan objective	EOY position	Milestone detail and update
3.6	Keep under review the processes and products to support the Authority's effective oversight of change .	87% delivered 1 milestone carried over	Support Police Scotland in the revised approach to benefit assurance and realisation, as per HMICS report. Update: Significant work on the transparency of reporting benefits at End Project Stage and any changes to proposed benefits during the life time of a project have been made. This is evidenced by Change Requests and End Project Reports being reported to Resources Committee. Resources Committee now receive updated Benefits Reporting. However, Police Scotland are committed to bringing a revised Benefits Realisation Framework to Resources Committee in first half of 2023/24. Target date in 2023/24: Q2
3.8	Work with Police Scotland and other partners to embed organisation learning from complaints and seek assurance that thematic causal factors are identified and mitigated.	50% delivered 2 milestones carried over	In partnership with the Police Investigations and Review Commissioner (PIRC), carry out an initial joint audit in respect of Police Scotland complaints-handling and report findings to the Complaints & Conduct Committee. Update: Joint audit work was carried out by the Authority and Police Investigations and Review Commissioner (PIRC) looking at Police Scotland complaints-handling. Publication of the audit findings was delayed to April 2023, to be followed by presentation to the Complaints and Conduct Committee in June 2023. Target date in 2023/24: Q1 Develop a longer-term joint audit programme in respect of SPA & Police Scotland complaints-handling. Update: Development of a longer-term joint audit programme, dependent on the resumption of the multi-agency National Complaints Handling Development Group, is carried over to 2023/24. Target date in 2023/24: Q1

Milestones not completed in-year *(continued)*

#	Business plan objective	EOY position	Milestone detail and update
4.1	Deliver a programme of activity to ensure timely discharge of the range of SPA statutory and public body duties .	93% delivered 1 milestone carried over	Jointly review existing EqHRIA framework and the effectiveness of its implementation with Police Scotland. Update: This is a joint piece of work with Police Scotland and delivery is dependent on Police Scotland commencing this review in 2023/24. Target date in 2023/24: TBC due to dependencies
4.2	Develop and implement activities which contribute to the delivery of the approved Joint Equality Outcomes and Mainstreaming commitments.	87% delivered 1 milestone carried over	Work with Police Scotland on improved approaches to support leaders to have the right skills and confidence to lead in relation to EDI. Update: EDI package delivered December 2022. Gaps identified will be addressed through Phase 2 of Your Leadership Matters training which commenced in Q1 of 2023/24 with continued roll out throughout the year. Target date in 2023/24: Q1
4.3	Deliver the SPA Corporate Parenting Plan and embed a coordinated approach to assuring the rights of children and young people are taken into account in decision-making.	86% delivered 1 milestone carried over	Explore options for providing work opportunities for care experienced young people Update: Options to provide work placement opportunities for care experienced young people across the SPA were explored in year and Modern Apprenticeship role description agreed. Advertising of the post was paused due to budgetary constraints during 2022/23, pending the 2023/24 budget settlement. This work has restarted and we expect to advertise and appoint to this post within 2023/24. Target date in 2023/24: Q3
4.5	Work collaboratively with Police Scotland to conduct a review of the 2020 Joint Strategic Police Plan and report the outcome to the Authority.	75% delivered 1 milestone carried over	Strategic Police Plan Review report to Board. Update: The development timeline for the Joint Strategy was rephased to ensure the final draft was reflective of the Scottish Government refresh of Strategic Police Priorities, published in early 2023. Public engagement was undertaken on the draft joint strategy following publication of the SG priorities, and the final draft will be considered by the Authority in May 2023. Target date in 2023/24: Q1

Milestones not completed in-year (*continued*)

#	Business plan objective	EOY position	Milestone detail and update
5.1	Implement and review the approved SPA Engagement Strategy and Local Authority Engagement Plan .	80% delivered 2 milestones carried over	<p>Conduct a stakeholder mapping exercise. Update: Carried over to 2023/24 due to prioritisation of resources. Target date in 2023/24: Q2</p> <p>Review effectiveness of 2021-2023 Engagement plans informed by feedback from key stakeholders. Update: The review of effectiveness work was re-phased to align with development of engagement strategy aligned to refreshed Corporate Strategy. Now carried over to 2023/24. Target date in 2023/24: Q1</p>
5.2	Take learning from these in-year engagement activities to develop a revised SPA Engagement Strategy and Local Authority Engagement Plan for 2023-26 .	0% delivery 2 milestones carried over	<p>-Develop revised Engagement Strategy, aligned to Corporate Strategy for 2023-2026. -Engagement Strategy to Board for approval with Corporate Strategy. Update: As work to review the effectiveness of the current Engagement Strategy and Plan was re-phased (now carried over to 2023/24), this impacted milestones to consider learning to support the development and approval of refreshed arrangements. Both activities have now been carried over to 2023/24. Target date in 2023/24: Q2</p>

Milestones not completed in-year (*continued*)

#	Business plan objective	EOY position	Milestone detail and update
6.1 6.2	<p>Develop and implement an improved approach to our digital presence and information accessibility.</p> <p>Grow our digital presence on social media and other channels throughout the year.</p> <p>Note: Objective 6.1 and 6.2 had joint milestones.</p>	<p>25% delivered 6 milestones carried over</p>	<ul style="list-style-type: none"> -Review and revise the SPA Publication Scheme (needs to coordinate with website launch). -Develop a public facing knowledge hub for sharing resources. -Migrate our streaming service, including all existing recordings, to a more stable platform. -Launch a new SPA website which fully complies with accessibility guidelines, with supporting communications plan. -Develop SPA Social Media Policy which will enable us to grow SPA social media presence. -Review and confirm content of new website and contribute content to highlight the Authority's work. <p>Update: Launch of the new website was re-phased to build in requirement for user testing and accessibility work. This work has been carried over to 2023/24 with user testing scheduled to get underway during May 23.</p> <p>Target date in 2023/24: Q2</p>
7.1	<p>Develop the SPA People and OD Plan for CEO approval and progress its implementation throughout the year.</p>	<p>90% delivered 1 milestone carried over</p>	<p>We will deliver and launch an Information Management Handbook encompassing the key areas from IM policy and procedures.</p> <p>Update: The Information Management Handbook has been revised into a quick reference guide. Engagement with staff took place on requirements and the guide is almost complete but carried over to 2023/24.</p> <p>Target date in 2023/24: Q1</p>
7.5	<p>Undertake a review of the SPA whistleblowing policy, evaluating its implementation against current good practice guidelines and taking any required improvement action as appropriate.</p>	<p>67% delivered 1 milestone carried over</p>	<p>Implement improvements.</p> <p>Update: Outstanding improvements are not fundamental and have been carried over to 2023/24.</p> <p>Target date in 2023/24: Q1</p>

Forward look – Corporate Strategy 2023-26

- The [Corporate Strategy for 2023-26](#), and supporting implementation plan, was approved at the Authority meeting in March 2023.
- This Corporate Strategy 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.
- A more detailed Implementation Plan for the period underpins this Strategy.
- Specific milestones and measures related to achieving this Strategy will be developed and monitored by the corporate team and SMT.
- There are 34 activities which will be tracked to support performance reporting.

Strategic Outcome	No. of activities
1. Communities are informed and confident that policing is accountable	9
2. We have effective collaboration with partners	5
3. Resourcing requirements are based on evidence, need and best value	6
4. Our workforce is valued, engaged and skilled	5
5. We are a learning organisation, where decision making and oversight are evidence led	9

