



Meeting	Audit, Risk and Assurance Committee
Date	15 August 2024
Location	Virtual
Title of Paper	SPA Audit and Improvement Recommendations Update
Presented By	John McNellis, Head of Finance, Audit and Risk
Recommendation to Members	For consultation
Appendix Attached	Appendix A – SPA Corporate Strategy Progress Appendix B - SPA audit and inspection recommendations

PURPOSE

To provide the Audit, Risk and Assurance Committee (ARAC) with an update on:

- progress against the SPA Corporate Strategy for 2024/25; and
- open recommendations from all SPA corporate audit and inspection activity.

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 SPA Corporate Strategy 2023-26 and supporting Implementation Plan 2023-26 was approved by the Board in March 2023. The 2024-25 Delivery Plan underpins the Strategy with 15 activities and 48 actions tracked to support performance reporting.
- 1.2 Progress against completion of the corporate strategy is reported to ARAC on a quarterly basis.
- 1.3 Progress against audit and inspection recommendations are routinely reported to ARAC, these are tracked through an action tracking software tool called 4Action.
- 1.4 In addition, other committees may also consider specific updates on progress where relevant to their terms of reference.

2. FURTHER DETAIL ON THE REPORT TOPIC

Corporate strategy progress (Appendix A)

- 2.1 A total of 234 milestones have been identified throughout 2024/25 that enable tracking towards delivery of the 15 activities and 48 actions.
- 2.2 In Q1 2024/25, **32** corporate strategy milestones were due to be achieved; **23** of these milestones were achieved (72%). Re-profiled work and a forward look are summarised in Appendix A.
- 2.3 All work re-profiled is expected to be delivered in-year.

Audit & inspections recommendations progress (Appendix B)

- 2.4 Below is a summary of changes since the last report to ARAC:-
 - One new recommendation from the HMICS inspection of SPA Corporate.
 - Two recommendations closed from the HMICS Toxicology Assurance Review and
 - One Internal Audit recommendation closed relating to the cyber audit completed by Azets

3 FINANCIAL IMPLICATIONS

3.1 There are no specific financial implications from this report, however, the implementation of some actions are likely to require financial resources.

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, however there are potential reputational implications associated with the pace and effectiveness with which the recommendations are addressed.

7 SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8 COMMUNITY IMPACT

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

9 EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10 ENVIRONMENT IMPLICATIONS

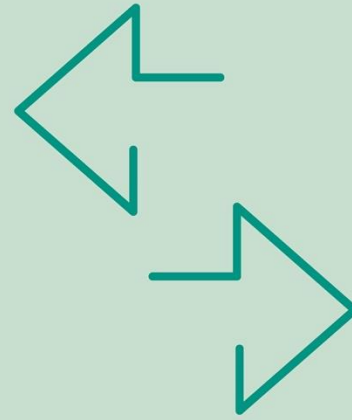
10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to discuss the updates provided.

SPA Corporate Strategy 2023-2026

Progress summary Q1 2024-25



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

SPA Corporate Strategy – 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 one reporting period. The underlying detail is monitored by the Chief Executive and Extended Leadership Team (ELT).

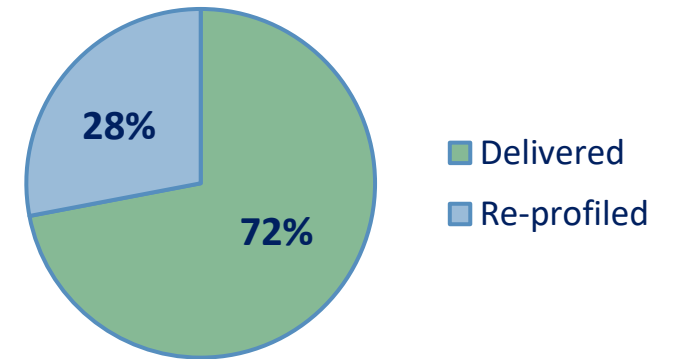
Outcomes and activity

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 Q1 (actual vs planned)



- 72% delivery represents good first quarter progress for the Authority.
- Highlights, re-profiled work and a forward look are summarised by outcome on pages 3-4.
- Re-profiled work refers to activities and milestones which have been revised in year – such as updating the expected delivery date or expected output of the activity.

SPA Corporate Strategy – progress summary

Outcome 1 - Communities

■ Highlights

First deep dive analysis, focussing on gender, conducted in May 2024 and presented to June PPC to help understand the public's view of policing in Scotland.

Legal advice provided on Police (Ethics, Conduct and Scrutiny) Bill and evidence provided to the Criminal Justice Committee.

■ Re-profiled work

Refresh of engagement strategy re-phased to consider insights from HMICS review – to Q2 24-25.

Review and update of public briefings on taser and drones re-phased to incorporate information from June PPC – to Q2 24-25.

Policy for Authority staff on social media use delayed to allow further input - to Q2 24-25.

Process for publishing internal briefing documents delayed - to Q2 24-25.

Roll out of new ICVS branding re-phased to allow sign off from senior leadership team - to Q2 24-25.

■ Forward look

No issues identified

Outcome 2 - Collaboration

■ Highlight

Biometrics conference successfully delivered 19 June beginning a national conversation on the use of this technology.

■ Re-profiled work

Development of engagement strategy re-phased to consider insights from HMICS review - to Q2 24-25.

■ Forward look

No issues identified.

Outcome 3 - Resourcing

■ Highlight

Assurance and risk frameworks updated and approved by SLT.

■ Re-profiled work

Nothing to note.

■ Forward look

No issues identified.

SPA Corporate Strategy – progress summary

Outcome 4 - Workforce

Highlight

Supported review of operation of Police Negotiating Board for Scotland and guide completed.

Re-profiled work

Support transition of funding to SPA for SCPOSA and ASPS re-phased as conversations ongoing to facilitate full transition - to Q2 24-25.

Devise programme of Members Development Proposals re-phased – to Q2 24-25.

Forward look

No issues identified.

Outcome 5 - Learning

Highlight

Accessibility Guidance cascaded to SPA Corporate team to support creation of compliant accessible information and publications.

Re-profiled work

Nothing to note.

Forward look

No issues identified.

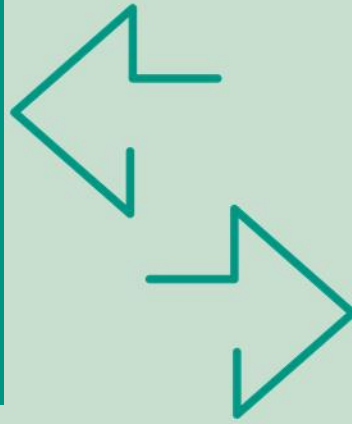
Summary

- **28%** of planned work was re-profiled, reflecting revised timescales/output for these areas of work.
- **All** work re-profiled is expected to be delivered in-year.
- The Annual Delivery Plan and underlying team plans have been updated to reflect re-profiled work and revised timescales. This will be monitored through team plans and corporate reporting to ELT.
- During Q2 all communications related milestones will be reviewed and, where necessary, re-profiled.
- Nil closed, i.e. no longer required, superseded or not business critical.
- Nil actions/milestones added.

Appendix A

SPA audit and inspection recommendations update

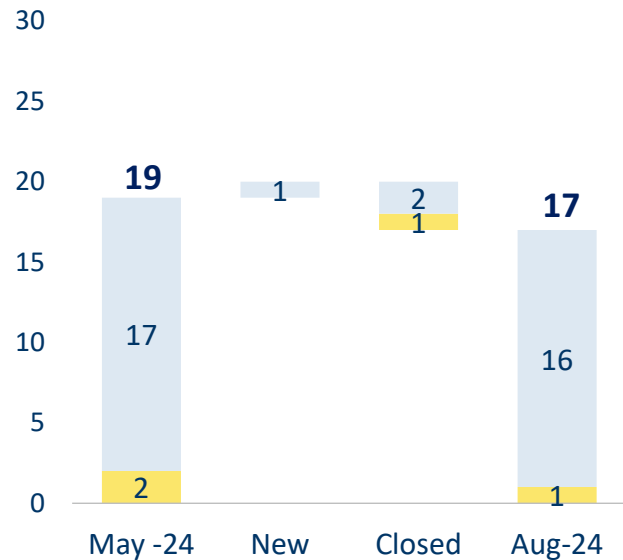
Aug 2024



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

SPA audit and inspection dashboard

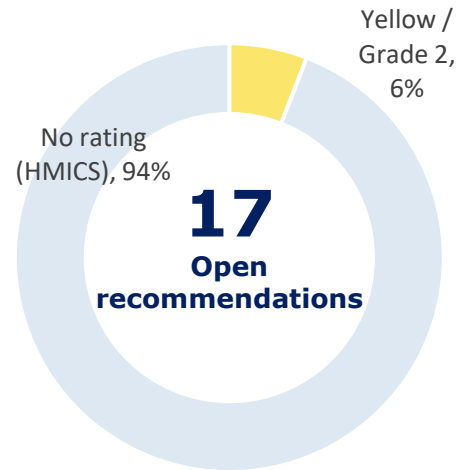
Progress update (no of recommendations)



- Red / Grade 4
- Amber / Grade 3
- Yellow / Grade 2
- Green / Grade 1
- No rating

- Three recommendations have been closed.
- The next page provides further detail of the SPA's tracking of actions against their agreed completion date.

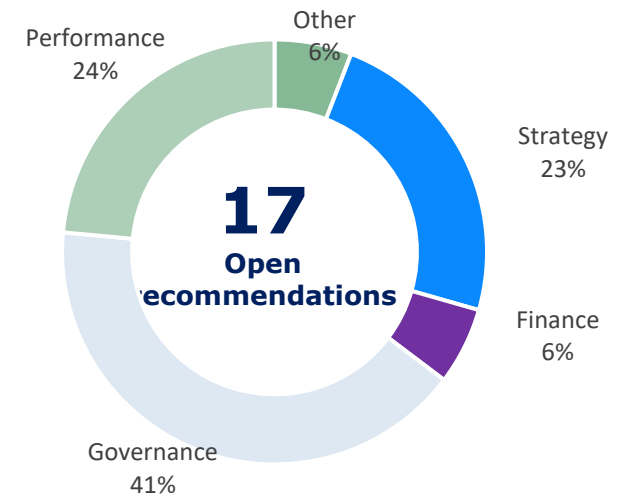
RAG analysis



Note: the recommendations without a rating are from HMICS. HMICS and Audit Scotland do not rate their recommendations.

- The biggest proportion of recommendations are actions are from HMICS
- There is one open ICO recommendations graded as a yellow, reasonable level of assurance

Identified theme



- All audit and inspection recommendations are recorded on **4Action**.
- This allows SPA to review and identify themes across reports and inspection bodies which may help our analysis and continuous improvement.
- Governance accounts for the largest proportion of improvement actions (41%). Current open recommendations have primarily arisen from HMICS reports.

Further detail on progress

Movement since previous ARAC report

	May 24	New	Complete	Aug 24
Internal Audit	1	-	-1	0
Audit Scotland	0	-	-	0
HMICS	17	+1	-2	16
ICO	1	-	-	1
Total	19	+1	-3	17

Actions completed and outstanding

	Actions completed (since May 24)	Actions outstanding (Aug 24)	Actions outstanding:	
			On target	Overdue
Internal Audit	1	-	-	-
Audit Scotland	-	-	-	-
HMICS	2	16	16	-
ICO	-	1	1	-
Total	3	17	17	-

New actions

- There has been one new actions allocated to SPA Corporate since the update provided to ARAC in May from the HMICS Inspection of SPA Corporate (see agenda items 4.2 & 4.3).

Closed actions

- A total of three recommendations have been closed since May.
- Two HMICS recommendations from the Assurance Review of SPA Toxicology have been closed.
- One internal audit overdue action relating to the review of SPA Corporate policies from the Azets Cyber Security Audit has been closed. There are no remaining actions from internal audit for SPA corporate to address.