

<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>20<sup>th</sup> April 2020</b>
<b>Location</b>	<b>Teleconference</b>
<b>Title of Paper</b>	<b>Forensic Services 2026 Update</b>
<b>Item number</b>	<b>13</b>
<b>Presented By</b>	<b>Fiona Douglas</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

To update members on progress on:

- The Forensic Services 2026 Programme

## 1. BACKGROUND

1.1. The Forensic Services 2026 Strategy was approved by the SPA Board in May 2018. The approval of the Strategy has given the authority to start the Programme work in addition to providing alignment and direction for the business as usual plans which include the continuous improvement activity. The scoping of the strategic work streams and alignment of this work to building stronger Operational Performance through the first and phases of the strategic delivery programme focuses on:

*"Increasing Capacity, improving utilisation and demonstrating value."*

1.2. This paper sets out the work which has been undertaken in the first phase of the strategy, and work that is underway in respect to phase two, and the projects which are being scoped to support the wider transformational activity in the short and medium term.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

2.1. The table below takes the Forensic 2026 Strategy Roadmap for Phase 1 and illustrates the work done and to be progressed:

Business Planning Phase 1	Work Done	Progress to complete
<p><b>Continuous Improvement – Progressing HMICS Recommendations</b></p>	<ul style="list-style-type: none"> <li>• 10 of the outstanding HMICS actions are being progressed within the FS2026 Programme</li> <li>• 1 of these is with HMICS for consideration of discharge</li> <li>• The remaining 9 will have evidence provided to HMICS of the next four months</li> <li>• The key deliverables include;                             <ul style="list-style-type: none"> <li>• Completion of the revised MOU</li> <li>• Implementation of a Performance and Competency Framework</li> <li>• Business Case for the Operating Model</li> <li>• Forensic Services Core Operating System Project</li> <li>• Development of People and ICT Plans for Phase 2 of the strategy</li> <li>• Forensic Services Access to Lab Project</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• MOU for provision of Forensic Services has progressed however due to the impact of Covid-19 the partnership engagement has been delayed it is anticipated that the full MOU will now be in place in July 2020</li> <li>• Outline of the initial business case for the operating model is to be presented in the Forensic Services Committee on 20 April, the full business case is on track for completion in October 2020</li> </ul>

	<ul style="list-style-type: none"> <li>• Police Scotland Productions Re-modelling Project</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment for Forensic Gateway posts is ongoing with successful candidates identified</li> <li>• Still awaiting agreement from Police Scotland on policy decisions for the new productions process</li> </ul>
<p><b>Forensic 2026 Strategy Development</b></p>	<ul style="list-style-type: none"> <li>• Programme Board due to be held in early April was cancelled due to the availability of members</li> <li>• The initial meeting of the Design Authority was held on 27<sup>th</sup> February 20</li> <li>• Fourth round of staff engagement undertaken in February to discuss the options within the initial business case</li> <li>• Reduced programme resource has impacted the scope of work progressed to date</li> <li>• In particular the Core Operating System project has not yet commenced</li> <li>• Roadmap to address the outcome of the Denison culture survey has been</li> <li>• A People Plan and ICT Plan are in the process of being developed</li> <li>• Budget for 20/21 has been confirmed</li> <li>• Initial discussions held with Police Scotland to discuss the new Joint Strategy for Policing (Policing for a safe, protected and resilient Scotland) and aligning a refreshed Forensic strategy over the next 12 months</li> </ul>	<ul style="list-style-type: none"> <li>• Further resource for Programme Management Office required</li> <li>• Further staff engagement is due relating to scene examination and support services, this is now planned to be delivered virtually in May 20</li> <li>• Denison roadmap actions continue to be progressed</li> <li>• Plan to refresh the strategy in conjunction with Police Scotland to be developed</li> <li>• Operating Model project business case to be presented to April Committee meeting</li> <li>• People Plan to be finalised for launch in April 2020 however this has now been delayed to May 2020 due to the abstractions related to COVID-19 response</li> </ul>
<p><b>Infrastructure Development</b></p>	<ul style="list-style-type: none"> <li>• Work to improve performance of the main operating system is continuing</li> <li>• Revised roadmap has been developed in conjunction with Police Scotland ICT to deliver on system performance improvements</li> </ul>	<ul style="list-style-type: none"> <li>• A Project Manager is required to support the Core Operating System project within the FS2026 programme – recruitment is ongoing</li> </ul>

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	<ul style="list-style-type: none"> <li>• The Drugs strategy work has progressed with a more developed plan to consider this in phases initially focussed on networking of the instruments and allowing the ability for the scientist to analyse data away from the instrument</li> <li>• Job Modelling software procurement was unsuccessful as no compliant bids were received to the tender. This requirement will be further considered within phase two of delivery of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Short delay to the finalisation of the ICT plan due to competing priorities in Forensic Services and Police Scotland</li> <li>• The reports relating the funding received from the Scottish Government Digital Justice Transformation Fund will be provided in May 20</li> </ul>
<p><b>Addressing critical resource gaps</b></p>	<ul style="list-style-type: none"> <li>• Phase 1 recruitment is complete</li> <li>• Phase 1 completion report to be provided in April/May 2020</li> <li>• Corporate Services resources are being assessed to best fit Forensic Services requirements moving forward</li> <li>• Project Manager provided to support the work on the digital justice transformation bids</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Management Office resource is being provided by Police Scotland</li> <li>• ICT and P&amp;D resource requirements are being defined through the People and ICT plans, ICT meeting to be rescheduled due to availability</li> </ul>
<p><b>Process Improvement</b></p>	<ul style="list-style-type: none"> <li>• Business continuous improvement initiatives running across the business</li> <li>• Work on better understanding utilisation and operational efficiency has started</li> <li>• 22 Operational Improvement Projects are currently underway within Forensic Services which support the FS2026 programme and delivery of the strategic objectives</li> <li>• Drugs Driving Service now operational</li> <li>• Implementation of Non-verified LiveID in Fingerprints is now live across all Police Scotland divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives relating to backlog reduction across certain critical areas have been progressed with significant progress in Firearms and Mark Enhancement</li> <li>• Project underway to allow electronic processing of fingerprints this required some final approval through national governance relating to PNC and IDENT1</li> </ul>

<p><b>Management Information Reporting</b></p>	<ul style="list-style-type: none"> <li>• New style Performance Report provided to the FS Committee and SPA Board</li> <li>• End of year review to be presented to the Forensic Committee in April 20</li> <li>• Automated dashboard reporting of management information has been implemented to all managers within Forensic Services through Advanced Analytics</li> <li>• The software required to deliver the more detailed modelling has been delayed due to the lack of any compliant responses to the ITT alternative options are being considered</li> </ul>	<ul style="list-style-type: none"> <li>• Update of EMS technical layer will now be completed in April 2020 (delay due to COVID-19 resourcing) which will result in further enhancement to the MI reporting software</li> <li>• Development of further reports for discussion with partners will continue over the coming months</li> </ul>
<p><b>Demonstrating Value</b></p>	<ul style="list-style-type: none"> <li>• Researching what value means throughout the criminal justice process and what it means for each partner</li> <li>• Research proposal was taken forward to the Forensic Services November 2018 Committee meeting</li> <li>• Value workshop held with partners in November 2018</li> <li>• Recruitment of Forensic Gateway staff has started</li> </ul>	<ul style="list-style-type: none"> <li>• MOU in the process of development</li> <li>• Process development to be reviewed with Police Scotland for the implementation of the Forensic Gateway</li> <li>• Integral to the development of the new Operating Model</li> </ul>

2.2. All work is currently on track with the exception of FS 2026 and the implementation of job modelling software.

2.3. The Project Management Office (PMO) function is working more effectively with the addition of an additional Project Manager. A further Project Manager is required to start the core operating system project. Police Scotland have provided a Project Manager for the digital justice transformation projects via agency recruitment.

2.4. The lack of PMO resource has limited the ability to fully scope the risks and benefits for each project within the FS2026 Programme at this time, however this will be resolved once the Project Manager resource is in place.

- 2.6 The Business Operating Model development work had been fully planned to support completion of the initial business case for presentation to the Forensics Committee on 20 April 2020. However due to the impact of COVID-19 on the operational resource within Forensic Services some further data collection is required before the initial business case can be fully detailed. A draft has been made available for the 20 April meeting however the final version will now be presented in the July meeting. This will also allow for the document to be reviewed by the Programme Board and Design Authority that were unfortunately unable to meet in early April in advance of the Committee. There is no impact on the delivery of the full business case by October 2020.
- 2.7 It is understood that the FS2026 programme for 2020/21 has been fully funded from the reform budget.

### **3. FINANCIAL IMPLICATIONS**

- 3.1. There are no additional financial implications associated with this paper other than those previously approved as part of the 2020/21 budget. Funding has been provided to support delivery of the initial part of the second phase of the strategy.

### **4. PERSONNEL IMPLICATIONS**

- 4.1. There are no direct personnel implications associated with this paper. The Forensic 2026 Programme will require personnel to deliver phase 2.

### **5. LEGAL IMPLICATIONS**

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

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1. There may be long term reputational implications associated with this paper should the Forensic Services not meet the expectations as set out in the Forensic 2026 Strategy.
- 6.2. The FS 2026 work is behind schedule due to a lack of resource which could have a reputational impact in the short term and longer term implications.

### **7. SOCIAL IMPLICATIONS**

- 7.1. There are no direct social implications associated with this paper.

## **8. COMMUNITY IMPACT**

8.1. There may be longer term community impact implications associated with this paper should the Forensic Services not meet the expectations as set out in the Forensic 2026 Strategy.

## **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 note:

- The progress on the Forensic 2026 Programme to date in particular organisational readiness for change and the operating model.
- The lack of resource and impact on the FS 2026 Programme.