

Meeting	Forensic Services Committee
Date	27 July 2020
Location	Video-conference
Title of Paper	HMICS Update
Presented By	Tom Nelson, Director of Forensic Services
Recommendation to Members	For Information
Appendix Attached	Yes

PURPOSE

To provide Forensic Services Committee members with an update on work to implement the improvements set out in the HMICS Thematic Inspection of the Scottish Police Authority Forensic Services.

1. BACKGROUND

1.1 HMICS Published its *Thematic Inspection of the Scottish Police Authority Forensic Services* in June 2017. The review made 23 recommendations. Authority members noted the publication of the review and its recommendations at the Public Board meeting on 22 June 2017 and the latest progress update was presented to the Forensic Services Committee in August 2018. The Forensic Services Committee has a clear remit as per the terms of reference:

"Oversee the implementation of improvement recommendations made in relation to the Forensic Service by scrutiny/inspection bodies or the SPA"

1.2 Forensic Services developed an Improvement Plan to address the recommendations in the review and this was approved by the SPA Board in September 2017.

1.3 In addition to the above the Audit Committee has a remit to:

"Assess the Authority's and Police Scotland's response to any recommendations and seek assurance that there is a process in place to implement these recommendations which is being managed appropriately and monitor progress of discharge of related actions."

As such the effectiveness of the process and controls is also reported to the Audit Committee.

2. ENGAGEMENT / REPORTING

2.1 Following the significant response to the COVID-19 pandemic across Police Scotland, Forensic Services and COPFS during March 2020, there has not been an opportunity for engagement with the partner agencies on HMICS activities since the last Forensic Services Committee.

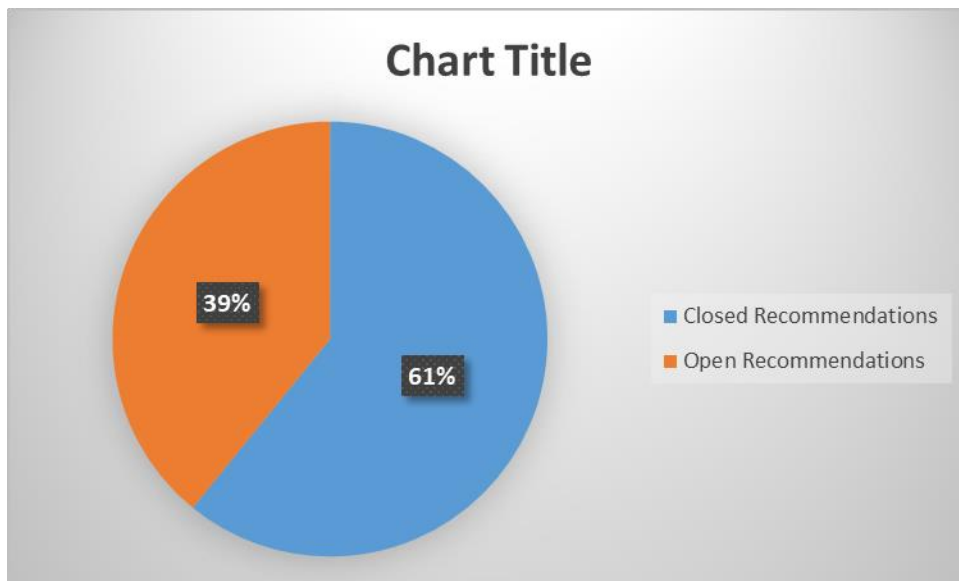
In addition, the scheduled FS2026 Programme Board and associated groups have also not met during this period.

3. PROGRESS TO DATE

3.1 Of the **23 recommendations**, Forensic Services has had confirmation from HMICS that **14 are now complete**. The remaining 9 recommendations are largely aligned to FS 2026 Change Programme

Timescales for completion of outstanding recommendations range from end October 2019 to end of 2020.

3.2 A significant amount of supporting evidence has been provided to HMICS to date with further information to support closure of the majority of recommendations now anticipated to be submitted during Q3/Q4 20/21. This has been delayed due to the impact of the COVID-19 pandemic on business as usual and the FS2026 Change Programme. A summary of current position is shown below:-



3.3 The full list of closed and ongoing recommendations are included at Appendix A and Appendix B respectively. The RAG status reflects the priorities that are either within or out with management control.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications within this report.

5. PERSONNEL IMPLICATIONS

5.1 There are personnel implications associated with this paper.

5.2 The work to deliver the improvements detailed within the HMICS report and the cross-over with the Forensic Services 2026 Change Programme will have an impact on the resources within Forensic Services

and Police Scotland. There is ongoing discussion on how best to resource this activity.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications associated with this paper.

7. REPUTATIONAL IMPLICATIONS

7.1 There are reputational implications associated with this paper should there be a failure to deliver the HMICS recommendations in collaboration with Police Scotland and COPFS.

8. SOCIAL IMPLICATIONS

8.1 There are no direct social implications associated with this paper.

9. COMMUNITY IMPACT

9.1 There are no direct community implications associated with this paper.

10. EQUALITIES IMPLICATIONS

10.1 There are no direct equality implications associated with this paper.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no direct environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to note the content of the paper.

Appendix A – Recommendations closed by HMICS




HMICS No.	Recommendation	Date closed by HMICS
Leadership and Governance		
1	The SPA and SG should engage in the implementation of the Home Office Forensic Science Strategy to inform the approach in Scotland, explore common standards and support future interoperability (<i>mention of provision of services on commercial basis in future by FS</i>)	25/06/2018
2	The SPA should deliver a forensic strategy, aligned with those of Police Scotland and COPFS and their strategic planning cycles, with a supportive investment plan	04/07/2018
3	The SPA should institute a formal Forensic Committee as a matter of urgency (<i>to support and publicly scrutinise the delivery of forensic services; senior representation from PS and COPFS as observers</i>)	25/06/2018
6	The SPA should develop capability and capacity within FS to deliver change and improvement. This should complement the creation of a specialist Programme Management Office (PMO) within PS and provide dedicated programme and project management expertise to FS	04/02/2020
Outcomes		
7	The SPA should work with PS and COPFS to design and implement a new performance management framework for the demand and delivery of Forensic Services	04/02/2020
8	The SPA should implement a systematic approach to the gathering and reporting of feedback and complaints on FS delivery	24/06/2019
9	PS should consider quality accreditation for digital forensics in line with FSR recommendations, UK Forensic Strategy and wider good practice in order to support effective public performance reporting and assurance. Police Scotland	05/07/2018
Planning and Performance		
13	The SPA and PS should review and implement the new Crime Scene Attendance policy to support a national approach with a focus on maintaining quality of service to the public and assuring operational competence of officers undertaking scene examination	06/11/2017
17	The SPA and PS should implement an improvement planning process aligned within its strategic planning cycle and develop capability and capacity in applying the best practice tools and techniques for continuous improvement	06/07/2018
People		

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19	The SPA should develop an enhanced staff and Union engagement approach within FS which includes the introduction of PDCs across all FS staff groups with immediate effect	06/07/2018
Resources		
20	The SPA should develop a forensic services costing model with appropriate support and expertise to support demand management and future income generation	06/07/2018
21	The SPA should commission a review of EMS functionality and investment profile against business requirements and link process efficiency work into future EMS development and refinement	04/02/2020
22	PS should further consider the impact of i6 cancellation on FS and ensure that interfaces and provision of other business support systems are included in the development of their future ICT investment plans.	06/07/2018
23	PS should develop formal SLA for the delivery of corporate support services to FS, reflecting agreed service levels, performance measures, regular monitoring and Customer Relationship arrangements	04/02/2020

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Appendix B – Recommendations in Progress

HMICS No	Recommendation	Timescales for Delivery	RAG/Date	February 2020 (FS Committee Update)
Leadership and Governance				
4	The SPA should review its partnership governance structures for FS and undertake a fundamental review of the MoU ensuring the process is thereafter undertaken on a regular basis with appropriate consultation with PS, COPFS and PIRC	End of March 2020 May 2020 October 2020		This work is now incorporated into the FS 2026 Change Programme . Due to operational constraints the MOU development has been delayed during COVID-19 priorities. Further engagement between FS/PS/COPFS is required with a revised timeline of October 2020 for presentation to the Forensic Services Committee
5	The SPA should review the senior management structure for FS	Summer 2020		A discussion is to take place in July 2020 with Director of FS and SPA FS Committee Chair to consider way forward.
Management of Demand				
10	PS should review the role and capacity of Portal Gateway Managers to improve local liaison around investigative priorities and ensure greater involvement in tasking and co-ordination processes linked to national processes Police Scotland	Aug 2019 April 2020 June 2020		Evidence submitted to HMICS- Further Evidence Required. A national process is now in place for the Divisional Tasking and Delivery documents which has demonstrated benefits. Further evidence submitted of management information provided to PS (local and national data). The capacity aspect of this recommendation has an interdependency with Rec 15 i.e. the implementation of a national standardised


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				<p>ERF submission platform to allow the sharing of work across the regional portals.</p> <p>Work is ongoing between Police Scotland and Forensic Services on prioritisation of casework.</p>
11	The SPA and PS should implement a new decision making framework and appropriate guidance to support the prioritisation of forensic examinations. The implementation of this should be formally evaluated.	Full implementation 2020		<p>Evidence submitted to HMICS – further evidence required.</p> <p>A number of change projects will enable this work.</p> <p>The prioritisation of requests is a Police Scotland action, with application of these priorities supported by MoU implementation (Rec 4 – May 2020).</p> <p>Due to operational constraints related to COVID-19 the MOU is now due to be reviewed in the October meeting of the Forensic Services Committee</p>
12	The SPA should work with PS and COPFS to develop capability and capacity within FS to systematically address failure demand	<p>March 2020</p> <p>Q3 20/21</p>		<p>Evidence submitted to HMICS – Further Evidence required.</p> <p>Some activities incorporated into FS 2020 Change Programme.</p> <p>Further internal operational improvement projects have been completed since the last report, examples of these will be sent on to HMICS.</p> <p>Further evidence should be available by August, delays caused due to Covid-19.</p>


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Planning and Process				
14	PS should work with the SPA to develop a national approach to productions management, storage and transportation of items seized for forensic examination	Full implementation 2020		<p>Evidence submitted to HMICS – further evidence require.</p> <p>Forensic Services production workflow management and improvements implemented with benefits across Forensic Services and Police Scotland.</p> <p>Delay in evidence submission due to COVID-19 priorities, therefore April date not met.</p> <p>Forensic Services engagement ongoing with Police Scotland and the Unifi Productions systems project. Further detail is included in the FS2026 programme update reference for meeting 27 July 2020.</p>
15	<p>The SPA and PS should implement the recommendations of the previous PS led Lean Six Sigma review</p> <p>Police Scotland</p>	<p>Dec 2019</p> <p>March 2020</p> <p>June 2020</p>		<p>The build / implementation of a developed standardised National ERF submission platform now sits within the Police Scotland Digitally Enabled Policing Programme, Core Operational Solutions (DEPP-COS) – Productions Module.</p> <p>DEPP COS and Capita plan to have the ERF platform included in the June roll out of the UNIFI Productions Module, which will include 10 of the 13 territorial divisions. The remaining 3 divisions (C, P and A) all operate on Crimefile and due to ITC restrictions/considerations they will be captured in the last phase of the roll out later in the year (exact date TBC).</p> <p>The build / implementation of a developed</p>

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				<p>standardised National ERF submission platform now sits within the Police Scotland Digitally Enabled Policing Programme, Core Operational Solutions (DEPP-COS) – Productions Module.</p> <p>Due to staff absence, social distancing within the workplace and the implementation of business continuity principles relating to the COVID-19 outbreak the National Forensic Gateway (NFG) capability and capacity has been significantly reduced. As such the NFG are no longer in a position to provide the required Subject Matter Experts (SMEs x 3) over the next 6 weeks to facilitate User Approval Testing (UAT) of the ERF functionality within UniFi Productions Module. As such the ERF aspect has been uncoupled from the proposed June roll out. The DEPP and Capita advise future UniFi releases are planned in September 2020 and the NFG hope to be in a position to support UAT in advance of this date.</p>
16	PS and the SPA should introduce processes to dynamically monitor and report on the caseload including backlogs within FS at both a national and local level	<p>End August 2019</p> <p>February 2020</p>		<p>Evidence Submitted to HMICS – Proposed to Close.</p> <p>This work is now incorporated into FS 2026 Change Programme.</p> <p>Advanced Analytics implemented November 2019 with access by Police Scotland. Reports provide detailed management information at national and local level. Reports submitted to HMICS for consideration to close recommendation.</p>

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18	The SPA should develop a transparent workforce and demand planning model for Forensic Services.	April 2020 TBC		<p>This work is now incorporated into the FS 2026 Change Programme.</p> <p>This is part of the operating model development.</p> <p>Job Modelling ITT was unsuccessful as no compliant bids were received an alternative method of obtaining this date is currently being explored.</p> <p>FS will deliver a time and task recording system which will allow for reporting of staff activity and times taken for activities carried out. This data set will then be used to forward plan workforce requirements.</p>

<p>HMICS recommendations now aligned to FS 2026 Change Programme</p>
<p>Business as Usual Activity</p>

Complete
On Target and Under Management Control
At Risk or Late – But under management control
At Risk or Late – Not under management Control