Agenda Item 7

SCOTTISH POLICE AUTHORITY

Meeting	**Forensic Services Committee**
Date	**19ᵗʰ April 2021**
Location	**MS Teams**
Title of Paper	**Forensic Services 2026 Update**
Presented By	**Fiona Douglas**
Recommendation to Members	**For information**
Appendix Attached	**No**

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. Folllowing on from the first phase of delivery (increasing capacity, improving utilisation and demonstrating value) the programme is now well into phase 2;

"Transitioning to an Enhanced Operating Model and Enabling Infrastructure"

1.2. This paper sets out the work which has been undertaken in the initial phases of the strategy, and work that is underway in respect to later phases, 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 2, and illustrates the work done and to be progressed:

Business Planning Phase 1	Work Done	Progress to complete

Continuous Improvement – Progressing HMICS Recommendations	• Work completed within the FS2026 programme has contributed to the closure of several of the HMICS recommendations, alongside those that are awaiting evidence review with HMICS
	
	• Two recommendations remain outstanding relating to;
	
	    o Development of a revised Memorandum of Understanding for forensic service provision
	    o Workforce and Demand Planning
	
	• Forensic Gateway staff are in place and the unit is operational
		• Full Business Case for the Operating Model project has been updated following the FS Committee meeting in February and subsequent discussion with the Accountable Officer
		
		• Final Business Case for the following projects to be presented to the Forensic Services Committee in April
		    o Deployment of Scene Examination
		    o Access to Laboratory

	• Forensic Systems Support Team is in place and operational • MOU for the process between Forensic Services and Police Scotland for the use of the UNIFY productions management process	• • An update on the IBC for the Core Operating System Project to be presented to the Forensic Services Committee in April • Forensic Services Strategic Workforce Planning project has been initiated – aim for draft to be presented to FS Committee in the Summer • MOU development work continues with the last meeting of the Short Life Working Group on 7th April 21, update provided to the April FS Committee Meeting
Forensic 2026 Strategy Development	• The Forensic Services Programme Board was held on the 8th April 2021 • The Forensic Services People Board has been established with the last meeting on 15th March 2021 • The comprehensive Forensic Services People Plan that underpins phase 2 of delivery of the strategy was approved in the People Board and is now subject to the wider FS business planning process • Fifth round of staff engagement sessions undertaken between 27th October to 2nd Nov 20 to update staff on the development of the Full Business Case • The resource within the PMO has improved through the duration of the Programme however some gaps now	• The Design Authority is in the process of being restructured and realigned to support the Programme Board • Delivery of the plan to refresh the strategy in conjunction with Police Scotland and other key stakeholders is progressing well • Implementation of the People Plan to be incorporated into the Forensic Services Business Planning process for 21/22 • Development of the ICT plan that underpins

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	• due to movements within the transformation team • Denison Pulse survey to assess progress against the roadmaps produced last year in response to the organisational readiness for change assessment, has been completed • The budget submission for the change programme has been approved with the exception of the Capital, however this is able to be covered within the FS BAU budget • Further staff engagement for Fingerprints staff was completed in January 21 • Results of the Denison Pulse Survey have been communicated and action plans are held at local management level	• phase 2 of the strategy is under development and will complete in line with the FS business planning process • The Forensic Services ICT Board has been delayed due to staff absence and is now due to be undertaken in May 21 • A Forensic Services Change and Innovation Board to be implemented in June 21 • A number if engagement meetings have been undertaken with the Trade Unions during this period and there is an ongoing plan of engagement as the Operating Model, Access to Lab and Scenes project move towards consultation • The next newsletter providing staff with an update on progress will be completed in April 21 • The Forensic Services stakeholder engagement plan is is in the process of being refreshed prior to ensure that this is utilised to ensure appropriate briefing prior to the start of consultation
Infrastructure Development	• Work to improve performance of the main operating system is continuing • Revised roadmap has been developed in conjunction with Police Scotland ICT to deliver on system performance improvements	• The core operating system project work continues with close collaboration with colleagues in Police Scotland ICT who are

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	• 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 • Core Operating System Project IBC approved at Forensic Services Programme Board – an update has been provided to the April meeting of the FS Committee	providing excellent support to the project • Short delay to the finalisation of the ICT plan due to competing priorities in Forensic Services and Police Scotland this is also linked into the FS Business Planning process which is currently underway
Addressing critical resource gaps	• Phase 1 recruitment is complete • Phase 1 completion report was provided to the Forensic Services Committee in April 2020 • A revised corporate service provision dashboard performance report has now been implemented in conjunction with all areas of support provided by Police Scotland • Resource in the PMO is at amber status due to the loss of the Senior Project Manager through internal transfer	• Finalisation of Project Management resource for the Core Operating System project (from April 21) is underway • ICT and P&D resource requirements are being defined through the People and ICT plans • Full implementation of the revised internal governance process has had some delay and is now due to completing in June 21
Process Improvement	• Business continuous improvement initiatives running across the business • Work on better understanding utilisation and operational efficiency has started and this is an intrinsic part of the newly established Performance Board • 22 Operational Improvement Projects are currently underway within Forensic Services which support the FS2026 programme and delivery of the strategic objectives • Drugs Driving Service now operational	• Initiatives relating to backlog reduction across certain critical areas have been progressed with significant progress in Firearms and Mark Enhancement • Project underway to allow electronic processing of fingerprints this required some final approval through national governance

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	• Implementation of Non-verified LiveID in Fingerprints is now live across all Police Scotland divisions • Performance Board has now met several times and is developing internal KPI's to support service delivery	relating to PNC and IDENT1 • Forensic Services to replace exising time recording system by April 21 – it is expected that the ETARMIS system will be implemented this month
Management Information Reporting	• New style Performance Report provided to the FS Committee and SPA Board and this continues to develop • End of year review to be presented to the Forensic Committee in April 20 • Automated dashboard reporting of management information has been implemented to all managers within Forensic Services through Advanced Analytics • The software required to deliver the more detailed modelling has been delayed • Update of EMS technical layer has been completed	• Development of further reports for discussion with partners will continue over the coming months • A new change reporting pack is being developed for implementation in the Change and Innovation Board • Forensic Services now represented in the Police Scotland Change Board allowing input into discussions around resource prioritisation
Demonstrating Value	• Researching what value means throughout the criminal justice process and what it means for each partner • Research proposal was taken forward to the Forensic Services November 2018 Committee meeting • Value workshop held with partners in November 2018 • Recruitment of Forensic Gateway staff has completed	• MOU in the process of development • Working group established to develop the underpinning SOP's for the new processes following implementation of the MOU • Integral to the design of the new Operating Model covered in the Access to Lab project • Update provided to Forensic Services Committee Feb 21 and a

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		subsequent meeting with J Ryder in April 21

2.2.   All work is currently on track within agreed timeframes.

2.3.   The Project Management Office (PMO) function is now working more effectively and resource levels are adequate for delivery of the programme however the recent loss of the Senior Project Manager leaves a gap whilst the recruitment process is ongoing.

2.6   The Operating Model Project has now progressed to Full Business Case and this was presented to the Forensic Services Committee in February 2021 as planned. Following this meeting a number of discussions have been held with the SPA Accountable Officer. The Access to Lab and Scenes projects in the programme have now progressed to Full Business Case to be presented to the Forensic Services Committee in April 21. The Initial Business Case for the Core Operating System Project has now been approved by the Forensic Services Programme Board and an update provided to the April Committee meeting.

2.7   The budget submission for 21/22 has been approved with the exception of the capital costs which can be covered from the Forensic Services budget.

2.8   Input from the FS2026 team has been provided to discussions on future toxicology services and how the governance of any further change in this area should be integrated.

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 and 2021/22 budget. Funding has been provided to support delivery of the initial part of the second phase of the strategy. Continued delivery to plan is dependent of funding provision in 22/23 and beyond.

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.

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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.

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.

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