SCOTTISH POLICE
AUTHORITY

Agenda Item 8c

Meeting	Authority Meeting
Date	**24 February 2021**
Location	**Video Conference**
Title of Paper	**Forensic Services Transformational Change**
Presented By	**Tom Nelson, Director of Forensic Services**
Recommendation to Members	**For discussion**
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. 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 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 presented to the Forensic Services Committee 3rd February 21
		
		• Initial Business Case for the following projects approved by the Forensic Services Programme Board 21st January 21
		    o Core Operating System
		    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	• Outline for the development of the overarching Forensic Services Workforce Planning approach presented to Forensic Services Committee 3rd February 21 • MOU development work continues with the last meeting of the Short Life Working Group on 6th January 21
Forensic 2026 Strategy Development	• The Forensic Services Programme Board was held on the 21st January 2021 • The Forensic Services People Board has been established with the first meeting on 2nd December 20 • The comprehensive Forensic Services People Plan that underpins phase 2 of delivery of the strategy was approved in the People Board • Forensic Services provided an update to the Trade Unions at the JNCC meeting on 14th January 21 • 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 and is now at planned level • Denison Pulse survey to assess progress against the roadmaps produced last year in response to the organisational readiness for change assessment, has been completed • A plan has been developed with Police Scotland to discuss the new	• The Design Authority is in the process of being restructured and realigned to support the Programme Board • Further staff engagement to be completed for Fingerprints staff in January 21 • Results of the Denison Pulse Survey to be communicated and action plan to be developed • Delivery of the plan to refresh the strategy in conjunction with Police Scotland and other key stakeholders • 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

	Joint Strategy for Policing (Policing for a safe, protected and resilient Scotland) and aligning a refreshed Forensic strategy over the next 12 months • A budget submission for reform, revenue and capital spend for 21/22 has been submitted	phase 2 of the strategy is under development • A Forensic Services ICT Board to be implemented in February 21 • A Forensic Services Change and Innovation Board to be implemented in March 21
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 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	• The core operating system project work continues with close collaboration with colleagues in Police Scotland ICT who are 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 due for approval in an ICT board now planned for Feb 21
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 agreed levels	• 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 is on target for completion by end March 21

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Process Improvement	• Business continuous improvement initiatives running across the business • Work on better understanding utilisation and operational efficiency has started • 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 • 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	• 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 relating to PNC and IDENT1 • Forensic Services to replace existing time recording system by April 21
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 (March 21) • 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	• MOU in the process of development • Process development to be reviewed with Police Scotland for the implementation of the Forensic Gateway

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	• Value workshop held with partners in November 2018 • Recruitment of Forensic Gateway staff has started	• Integral to the design of the new Operating Model • Update provided to Forensic Services Committee Feb 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.

2.4 The Operating Model Project has now progressed to Full Business Case and this will be presented to the Forensic Services Committee in February 2021 as planned. All other projects in the programme have progressed to Initial Business Case with all being approved by the Forensic Services Programme Board, these will now progress to Full Business Case. A budget submission for 21/22 has been made in the absence of the Full Business Case to ensure that potential costs are captured within the timescales of the budget planning cycle.

2.5 Delivery of the programme to plan is dependent on funding required for 21/22.

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. Continued delivery to plan is dependent of funding provision in 21/22 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 direct legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

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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 direct equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1. There are no direct 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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