SCOTTISH POLICE
AUTHORITY

Meeting	**Forensic Services Committee**
Date	**26 October 2020**
Location	**Via Video Conference**
Title of Paper	**Forensic Services 2026 Update**
Presented By	**Fiona Douglas**
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 illustrates the work done and to be progressed:

Business Planning Phase 1	Work Done	Progress to complete
Continuous Improvement – Progressing HMICS Recommendations	10 of the outstanding HMICS actions are being progressed within the FS2026 Programme 1 of these is with HMICS for consideration of discharge - The remaining 9 will have evidence provided to HMICS of the next four months - The key deliverables include; - Completion of the revised MOU - Implementation of a Performance and Competency Framework - Business Case for the Operating Model - Forensic Services Core Operating System Project - Development of People and ICT Plans for Phase 2 of the strategy - Forensic Services Access to Lab Project	- Work on the development of the MOU continues with a further meeting of the SLWG planned in Nov 20, it is anticipated that a draft document will be available for the FS Committee in Feb 21 - Initial Business Case approved by FS Committee in July has also been approved by the Programme Board and development of the Full Business Case is underway - Police Scotland Unify implementation has now progressed and an MOU is in the process

	• Police Scotland Productions Re-modelling Project • Initial Business Case approved by Forensic Services Committee in July 20 • Forensic Gateway staff are in place and operational	of being signed by all partners to confirm process and operation in Forensic Services
Forensic 2026 Strategy Development	• The Programme Board was held on the 15th September 2020 • Fifth round of staff engagement sessions are planned for the 27th October to 2nd Nov 20 following the discussions on the Initial Business Case • The Core Operating System project started in May 2020 following successful appointment of a Project Manager • Reduced programme resource has impacted the scope of work progressed to date however this has progressed with the recent additions to the PMO • Roadmap to address the outcome of the Denison culture survey has been implemented • A People Plan and ICT Plan are in the final stages of being developed • 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 • A budget submission for reform, revenue and capital spend for 21/22 is in the process of being finalised	• Further resource for the Programme Management Office has been provided by Police Scotland allowing further progress within the overall programme • The Design Authority is in the process of being restructured and realigned to support the Programme Board • Further staff engagement is due relating to scene examination and support services, this is now being delivered in the last week of October • Denison roadmap actions continue to be progressed • Plan to refresh the strategy in conjunction with Police Scotland an other key stakeholders to be developed • Good progress has been made on the People Plan and this is due to be approved in the People Board scheduled in November 20
Infrastructure Development	• Work to improve performance of the main operating system is continuing	• The core operating system project has now commenced,

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	• 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
		development work is focussed on three key areas;
		  ○ Technical
		  ○ Business
		  ○ Financial
		
		• Short delay to the finalisation of the ICT plan due to competing priorities in Forensic Services and Police Scotland this is due to approval in an ICT board planned for Jan 21

Addressing critical resource gaps	• Phase 1 recruitment is complete • Phase 1 completion report was provided to the Forensic Services Committee in April 2020 • Corporate Services resource provision for services back is currently being reviewed • Project Manager resource provision has allowed Deployment of Scene Examination and Access to Laboratory projects to start	• Programme Management Office resource is being provided by Police Scotland • ICT and P&D resource requirements are being defined through the People and ICT plans • Good engagement with Police Scotland to develop a dashboard reporting process on current services provided • People, ICT and Change Boards being established in the next 3 months to supplement Forensic Services internal governance
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	• Initiatives relating to backlog reduction across certain critical areas have been progressed with significant progress in Firearms and Mark Enhancement

	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	• Project underway to allow electronic processing of fingerprints this required some final approval through national governance relating to PNC and IDENT1
Management Information Reporting	• New style Performance Report provided to the FS Committee and SPA Board • 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 November 20 • 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 started	• MOU in the process of development • Process development to be reviewed with Police Scotland for the implementation of the Forensic Gateway • Integral to the development of the new Operating Model • Bid for funding for research project submitted to Scottish Government

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

2.3. The Project Management Office (PMO) function is working more effectively however further business analyst resource is required.

Forensic Services acquired a Project Manager to start the core operating system project however a long term project manager will be required to support this project at the end of contract.

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 is now working more effectively.

2.6 The Operating Model development work has culminated in the provision of the Inial Business Case that was presented to the Forensic Servcies Committee in July 2020. The Full Business Case was planned for presentation to the October Committee meeting however more detailed data analysis has been required to support both the benefits and impacts analysis, this will now be presented in February 21. A budget submission for 21/22 will be made in the absence of the Full Business Case to ensure that potential costs are captured within the timescales of the budget planning cycle.

2.7 It is understood that the FS2026 programme for 2020/21 has been fully funded.

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 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

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