

Meeting	Forensic Services Committee
Date	26th July 2021
Location	MS Teams
Title of Paper	Forensic Services Strategic Workforce Planning
Item number	6
Presented By	Fiona Douglas (SPA Forensic Services)
Recommendation to Members	For Noting
Appendix Attached	No

PURPOSE

To update members on progress on:

- Update on the development of a Forensic Services Strategic Workforce Plan

1. BACKGROUND

- 1.1. The purpose of a strategic workforce plan is to ensure the workforce of an organisation is the right size, with the right skills and competencies, organised in the right way, within a budget that is affordable, to deliver the best possible service.
- 1.2 The Forensic Services 2026 strategy sets out the strategic objectives of the organisation in three phases of delivery. Underpinning this strategy is a programme of work that has been developed to achieve the outcomes, and to ensure the alignment of delivery against other key stakeholders and partners involved in the delivery of justice in Scotland.
- 1.3 Forensic Science is delivered by professional skilled scientific staff supported by a range of operational and business support staff. The scientific support provided to Police Scotland, COPFS and PIRC can start at the scene of the crime and follow through the justice process to the Court and the provision of expert witness evidence. It is a complex process with many touchpoints and interdependencies with different organisations.
- 1.4 Critical to the development of a strategic workforce plan for Forensic Services is the development of a new operating model for the organisation, that reflects the changing environment in which it operates, delivering improvement in service delivery and flexibility with the health safety and wellbeing of our staff at the heart.
- 1.5 In addition to the new operating model, three other projects in the Forensic 2026 programme, Core Operating System, Access to Laboratory Services and Deployment of Scene Examiners are critical to ensure efficient and effective services in the future. In particular, the Core Operating System project has significant benefits to productivity which allow flexibility to account for future changes in demand for services.
- 1.6 The ability of Forensic Services to predict future demand has been hampered by the availability of good quality management information and a lack of joined up demand planning across different stakeholders.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1. There are a number of ongoing projects within Forensic Services that will add to the development of the strategic workforce plan, these include:
- The new Operating Model for Forensic Services
 - The revised Memorandum of Understanding
 - Development of value measures to minimise failure demand
 - The refresh of the Forensic Services strategy and alignment with the Joint Strategy for Policing in Scotland
 - The Forensic Services People Plan
- 2.2. In addition to the projects noted, the impact of the COVID pandemic has changed the volume and type of demand for Forensic Services and also impacted on the efficiency of the organisation. These impacts are both positive and negative, it is imperative that the positive changes made in response to the pandemic are integrated into business as usual and that the negative impacts are reduced and eliminated over time.
- 2.3. The new Operating Model for Forensic Services is due to be fully implemented by 2023. In delivering this project there has been a requirement to develop a detailed and complex data model of current services that aligns all analytical processes and scientific competencies/roles, against the delivery of different types of forensic science. This model allows the organisation, for the first time, to understand how changes in demand for services will impact on the skills, competencies, working patterns and location of staff within the organisation. This will be the basis of the strategic workforce plan.
- 2.4. Whilst the Operating Model project provides the tools to understand the make up of the workforce based on a particular demand, it does not provide any detail on demand for future services. There is a requirement to undertake a strategic review of future demand, taking into account the newly published Police Scotland Strategic Workforce Plan presented to the Authority in January 21.

2.5 Development of the workforce plan for Forensic Services is under way and is developing within three workstreams:

Demand Forecasting	Capacity Forecasting	Workforce Analysis
<ul style="list-style-type: none">• A five-year demand forecast is required. Forensic Services will work with Police Scotland, COPFS and PIRC to develop their demand forecast during August 21• To support demand forecasting a 5-year review of forensic services demand has been completed	<ul style="list-style-type: none">• Initial capacity definition will be developed from the work undertaken on the FS2026 Operating Model Project and the model developed• A capacity review is currently under way to establish any ongoing impacts of COVID on current capacity• Future planned capacity improvements are being mapped alongside internally driven efficiencies	<ul style="list-style-type: none">• Initial restricted set of people information has been provided by People and Development• This data will allow some analysis of the make up of the current workforce in Forensic Services• This analysis will allow an age breakdown of the workforce to consider the impact of potential retirements and also consider other people related factors

2.6 Once data is available from all three workstreams the strategic workforce plan can be developed to consider the balance between current and future demand for services and the available capacity within Forensic Services.

2.7 The workforce plan will identify where there are any gaps between demand and capacity in the future and allow for proactive steps to be taken by Forensic Services and partners to address these before they become issues.

2.8 A draft of the workforce plan will be provided to the October Forensic Services Committee for discussion.

3. FINANCIAL IMPLICATIONS

3.1. There are no additional financial implications associated with this paper until the workforce plan has been completed and an assessment undertaken.

4. PERSONNEL IMPLICATIONS

- 4.1. Failure to implement a comprehensive plan will impact on the health safety and wellbeing of staff within Forensic Services.

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

- 6.1. There may be reputational implications of this paper, if it is not possible to undertake quality demand forecasting with key partners.

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 be able to respond to future changes in demand due to a poor or inadequate workforce plan.

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 with the development of a strategic workforce plan for Forensic Services