SCOTTISH POLICE
AUTHORITY

Meeting	**Forensic Services Committee**
Date	**26th July 2021**
Location	**MS Teams**
Title of Paper	**Forensic Services 2026 Update**
Item number	**7.1**
Presented By	**Fiona Douglas (SPA Forensic Services)**
Recommendation to Members	**For Noting**
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. Following 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 under way 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 Cases have been completed for the following projects;
		  • Operating Model
		  • Deployment of Scene Examination
		  • Access to Laboratory
		
		• The Initial Business Case for the Core Operating System has now been approved by the Project Board and is awaiting approval from the Programme Board
		
		• Good progress is noted on the Strategic Workforce Plan with an

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	• 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	intention to bring an initial draft to the Forensic Services Committee in October 21 • MOU development work continues and is now aligned with the workforce plan development
Forensic 2026 Strategy Development	• The Forensic Services Programme Board was held on the 8th July 2021 • The Forensic Services People Board has been established with the last meeting on 30th June 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 • The Forensic Services 2026 Newsletter was published in May with further follow up communication to keep staff informed on the progress of the business cases • The Programme Management Office has good support from Police Scotland however a number of vacant posts are proving difficult to fill • 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 position for 2020/21 meets the requirements of the Programme • Further staff engagement for Fingerprints staff is scheduled to be completed by end July 21	• Delivery of the plan to refresh the strategy in conjunction with Police Scotland and other key stakeholders is almost complete and a draft has been prepared for this meeting of the Committee • The People Plan activities have been agreed within the Forensic Services Business Plan that is due to be published in July 21 • **An outline of the work of the People Board is incuded at Appendix A.** • The ICT plan for the next 12 months is almost finalised and the ICT Board has now met for two meetings the last of which on the 15th July 21 • The programme has facilitated a number of discussions with the Trade Unions over the past several weeks with a focus on mitigating the impacts on staff of the new Operating Model • Updates are planned with Police Scotland in

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	• Decision made not to introduce a further design authority at the current time following a review of programme governance	July and August to provide an upate on the programme and the benefits
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 • Core Operating System Project IBC has now been approved by the Project Board	• The core operating system project has been progressing well and a lot of work has been completed to date keeping on track with the project plan • However due to the resignation of the Project Manager some elements of the project will be put on hold until a replacement is provided which will impact on the delivery of this project

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
	• Significant gaps in the Programme Management:
	    ○ Senior Project Manager
	    ○ Project Manager x 3
	    ○ Business Analyst x 2
	• ICT and P&D resource requirements have been defined through the People and ICT plans
		• Full implementation of the revised internal governance process is now nearing completion with all boards due to be fully operating by end August 21. **An outline of this revised governance structure is included at Appendix B.**
		• Impact of the introduction of post mortem toxicology on critical support is under routine assessment

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	• Project underway to allow electronic processing of fingerprints this required some final approval through

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	of the newly established Performance Board • 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 KPIs to support service delivery • Initiatives relating to backlog reduction across certain critical areas have been progressed with significant progress in Firearms and Mark Enhancement	national governance relating to PNC and IDENT1 • New Time Recording system for Forensic Services is being implanted in July with further phases of improvement thereafter • New process for managing significant change projects within Forensic Services is being finalised and will be launched alongside the confirmed Business Plan
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 and SPA Board • 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 • Forensic Services now represented in the Police Scotland Change Board allowing input into discussions around resource prioritisation	• Development of further reports for discussion with partners will continue over the coming months • A new change reporting pack has been developed and will be implemented shortly
Demonstrating Value	• Researching what value means throughout the criminal justice process and what it means for each partner	• MOU in the process of development • Working group established to develop the underpinning SOPs for the new processes

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	• 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	following implementation of the MOU • Integral to the design of the new Operating Model covered in the Access to Lab project • Working Group to be established following approval by the Forensic Services Committee

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

2.3.   The Project Management Office (PMO) function has continued to work well, however, there are now critical gaps due to loss of Project Management staff. This is particulary critical for the Core Operating System Project where much of the activity will have to be paused until a new Project Manager is successfully recruited.

2.6   The business cases for the Operating Model, Access to Lab, and Deployment of Scene Examination are all at Full Business Case and recommended by the Forensic Services Committee. A number of discussions are currently under way with colleages in SPA to prepare to present these to the Resources Committee and SPA Board in September 2021.

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

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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.

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

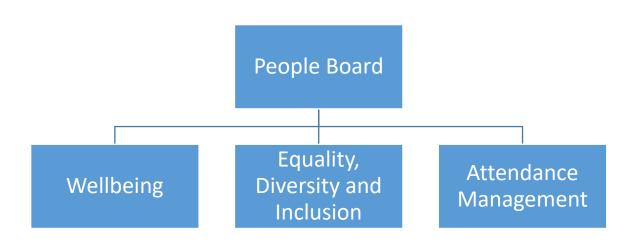10.1.   There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to note:

- The progress on the Forensic 2026 Programme to date

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APPENDIX A - Forensic Services People Board

1.1 The aim of the FS People Board is to provide oversight and governance on all people related matters, ensuring that Forensic Services have the right number of people in place, who have the skills, training and experience to deliver Forensic Services in support of the Forensic 2026 strategy and objectives.

1.2 Membership of the board includes colleagues from across Forensic Services, People and Development, Equality and Diversity and Leadership and Development.

1.3 Following agreement on the terms of reference three sub groups were established with specific areas of focus:

1.4 The People Board meets on a monthly basis and considers a range of areas including:
- All business cases for recruitment of staff into Forensic Services
- Review of all temporary roles and promotions
- Organisational change requests
- Review of all people related management information
- Delivery of the Forensic Services People Plan

1.5 As the organisation will soon be embarking on significant organisational change there are also representatives from the Forensic Services 2026 Programme.

1.6 Each sub group of the People Board is chaired by an OperationsManager and has a range of membership representing the nature and breath of each terms of reference.

2. Equality, Diversity & Inclusion Sub-Group

2.1 The Sub-Group (consisting of energised staff volunteers, Police Diversity Associations, Police Scotland and SPA Corporate colleagues and Trade Unions) is tasked with developing and implementing the vision, strategy, and plans for Equality, Diversity, and Inclusion to make Forensic Services an even more inclusive workplace.

2.2 Vision: 'To have an environment that fosters inclusion, values difference and is accessible to all – as a place to work, to work with and to visit. Everyone will be respected and valued. We will attract, develop, support and retain our people to enable them to flourish.'

2.3 The vision is supplemented by seven high-level aims, for example 'to have a diverse workforce that reflects our communities' and 'to have a welcoming culture which creates a sense of belonging'.

3. Maximising Attendance Sub-group

3.1 Our approach to maximising attendance seeks to support those who are absent, to develop an environment where staff are encouraged and motivated to attend work and is directly linked to our ability to deliver on our strategic outcomes.

3.2 Identifying actions to mitigate or remove barriers to maximising attendance, ensuring line managers are equipped to confidently deal with attendance issues and ultimately, evidencing a reduction in sickness absence are the key outcomes of this group.

4. Wellbeing Sub-group

4.1 To protect and support our people, the Wellbeing Sub-group seeks to identify trends and issues which are impacting on staff and to develop a plan to further support our staff in relation to these issues. With people being our greatest asset, it is critical that we respond to staff needs to keep our people well and o provide and promote a positive and caring work environment.

APPENDIX B – Revised Internal Governance Structure for Forensic Services

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Revised Forensic Services Governance
(exc. Health, Safety and Security)

Forensic Services Committee

SPA Board

FS2026 Programme Board
Chair – TN
Frequency – Quarterly

Focus is delivery of FS2026 programme and partner input

FS Performance and Planning Board
Chair – TN
Frequency – Monthly

Main Internal Governance forum for all FS matters – delivery of service according to the FS2026 strategy

Corporate Services Board
Chair – TN
Frequency – Monthly

Focus is on service back arrangements and performance of these services provided to FS by PSOS

Change and Improvement Board
Chair – TBC
Frequency – Monthly

Focus is all business change activity, prioritisation and strategic alignment

People Board
Chair – TBC
Frequency – Monthly

Focus is oversight and governance of all FS people related matters

ICT Board
Chair – TBC
Frequency – Monthly

Focus is oversight and governance of all FS ICT related matters

Performance Board
Chair – TBC
Frequency – Monthly

Focus on service delivery, performance and compliance with the MOU

FS2026 Team Meeting
Chair – HOC
Frequency – Monthly

Focus is on organisation and update of programme activity

Operations Managers Meeting
Chair – OM
Frequency – Monthly

Focus is ensuring best use of FS resource and ensuring quality

Functional Management Meetings
Chair – HOF
Frequency – Varies

Focus is functional performance – service, quality and people

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