

Meeting	Forensic Services Committee
Date	27 July 2020
Location	Video-conference
Title of Paper	Forensic Services 2026 Update
Presented By	Fiona Douglas, Head of Forensic Services 2026 Programme
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	<ul style="list-style-type: none"> • 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; <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Work on the development of the MOU has continued and a draft will be provided to the October meeting of the Forensic Services Committee • Outline of the initial business case for the operating model is being presented to the July meeting of the Forensic Services Committee • Recruitment for Forensic Gateway posts has been completed and induction for new staff is currently underway

OFFICIAL

	<ul style="list-style-type: none"> • Police Scotland Productions Re-modelling Project 	<ul style="list-style-type: none"> • An update on the Police Scotland Unify Project is provided at Appendix 1
<p>Forensic 2026 Strategy Development</p>	<ul style="list-style-type: none"> • The Programme Board was held on the 21st July 2020 • The Design Authority was held on 26th July 2020 • Fifth round of staff engagement sessions is in the process of being rescheduled to be held in August 2020 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 • 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 • Budget for 20/21 has been confirmed with the Director of Forensic Services • 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 	<ul style="list-style-type: none"> • Further resource for Programme Management Office required • Further staff engagement is due relating to scene examination and support services, this is now planned to be delivered virtually in August 20 • Denison roadmap actions continue to be progressed • Plan to refresh the strategy in conjunction with Police Scotland and other key stakeholders to be developed • Operating Model project business case to be presented to July Committee meeting • People Plan to be finalised for launch in April 2020 however this has now been delayed to October 2020 due to the abstractions related to COVID-19 response
<p>Infrastructure Development</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The core operating system project has now commenced, development work is focussed on three key areas; <ul style="list-style-type: none"> ○ Technical ○ Business ○ Financial

	<p>instruments and allowing the ability for the scientist to analyse data away from the instrument</p> <ul style="list-style-type: none"> • Meeting held with Scottish Government to review the work undertaken on the digital justice transformation work from the last financial year 	<ul style="list-style-type: none"> • Short delay to the finalisation of the ICT plan due to competing priorities in Forensic Services and Police Scotland • Bids for funding have been submitted to Scottish Government for additional capital expenditure for this financial year, in addition a lessons learnt document will be provided based on last years Digital Justice Transformation projects
<p>Addressing critical resource gaps</p>	<ul style="list-style-type: none"> • 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 to continue the Operating Model and Core Operating System projects is critical 	<ul style="list-style-type: none"> • 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, ICT meeting to be rescheduled due to availability • Good engagement with Police Scotland to develop a dashboard reporting process on current services provided
<p>Process Improvement</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

OFFICIAL

	<ul style="list-style-type: none">• Drugs Driving Service now operational• Implementation of Non-verified LiveID in Fingerprints is now live across all Police Scotland divisions	<p>this required some final approval through national governance relating to PNC and IDENT1</p>
Management Information Reporting	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Update of EMS technical layer has been completed• Development of further reports for discussion with partners will continue over the coming months
Demonstrating Value	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 project manager and business analyst resource is required. Forensic Services acquired a Project Manager to start the core operating system project.

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,

OFFICIAL

however this will be resolved once the Project Manager resource is in place.

- 2.6 The Business Operating Model development work has culminated in the provision of the Initial Business Case that is being presented to the Forensic Services Committee in July 2020. The Full Business Case is planned for presentation to the October Committee meeting and subsequently to the SPA Board.
- 2.7 It is understood that the FS2026 programme for 2020/21 has been fully funded.
- 2.8 Given the workload of the FS Change Team no other change programme could be undertaken at this time as it would risk the delivery of the FS 2026 change programme.

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 in particular the work undertaken to provide the Initial Business Case in July 2020
- To note the Police Scotland Unifi project and the potential impact that this will have on Forensic Services
- The lack of resource and impact on the FS 2026 Programme.

APPENDIX 1

National Implementation of Unifi for Productions Management in Police Scotland

1. BACKGROUND

- 1.1 On 27 November 2018, the SPA Board approved the introduction of a national production management system Police Scotland, namely Unifi Productions.
- 1.2 Annually approximately 30K Productions are recovered by Forensic Services, from scenes, persons and through the examination of casework items. Forensic Services utilise our existing Evidence Management System (EMS) to manage the continuity of these productions from scene through to report.
- 1.3 There has been engagement with Police Scotland through the Unifi Productions project and there has been a lot of work undertaken to identify opportunities for streamlining of production processes across Police Scotland and Forensic Services.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The Unifi Production system will realise significant benefits within Police Scotland increasing the efficiency and effectiveness of production handling as well as providing improved management information of the productions held.
- 2.2 Police Scotland plan to roll out the Unifi Productions system across all Divisions during 2020/21 with E, J and D divisions already having adopted the new system and associated processes.
- 2.2 Forensic Services must utilise the EMS system for production management and the preference would be to integrate this system with the Unifi Productions system. At the current time this is not possible due to both time and cost considerations.
- 2.3 A number of options have been considered and discussed with Police Scotland over the past several months for how Forensic Services can support the roll out of Unifi Productions in Police Scotland and manage

OFFICIAL

the associated requirements of existing systems and quality accreditation requirements in Forensic Services.

- 2.4 If Forensic Services fails to adopt the Unifi Productions system for the productions we recover this would create significant inefficiency for Police Scotland as the solution rolls out nationally.
- 2.5 A change impact assessment has been completed and this indicated that the impact on Forensic Services will be between an equivalent of 2.5 to 5.5 FTE to allow for additional data entry. There is an outstanding policy decision on the recording of Fingerprints that determines the final impact.
- 2.6 It is requested that consideration be given as to how the impact of the implementation of this system on Forensic Services can be mitigated.