

<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>30 May 2018</b>
<b>Location</b>	<b>Pacific Quay, Glasgow</b>
<b>Title of Paper</b>	<b>Update on Forensic Services HMICS Recommendations</b>
<b>Item Number</b>	<b>Item 6</b>
<b>Presented By</b>	<b>Vicki Morton, Head of Scene Examination</b>
<b>Recommendation to Members</b>	<b>For Information</b>
<b>Appendix Attached</b>	<b>Yes</b>

**PURPOSE**

To provide Forensic Services Committee members with an update on work to implement the improvements set out in the HMICS Thematic Inspection of the Scottish Police Authority Forensic Services and the change in approach to delivering improvement.

**1. BACKGROUND**

1.1 HMICS Published its *Thematic Inspection of the Scottish Police Authority Forensic Services* in June 2017. The review made 23 recommendations. Authority members noted the publication of the review and its recommendations at the Public Board meeting on 22 June 2017 and a progress update was presented to the Forensic Services Committee in February 2018. The Forensic Service Committee has a clear remit as per the terms of reference:

*"Oversee the implementation of improvement recommendations made in relation to the Forensic Service by scrutiny/inspection bodies or the SPA"*

1.2 Forensic Services developed an Improvement Plan to address the recommendations in the review and this was approved by the SPA Board in September 2017.

1.3 In addition to the above the Audit Committee has a remit to:

*"Assess the Authority's and Police Scotland's response to any recommendations and seek assurance that there is a process in place to*

*implement these recommendations which is being managed appropriately and monitor progress of discharge of related actions.”*

As such the effectiveness of the process and controls is also reported to the Audit Committee.

## **2. DELIVERY APPROACH**

2.1 Work has been ongoing to review the approach to the delivery of the recommendations incorporating activity into the Forensic Services Business Plan. The Forensic Services Business Plan for 2018 to 20 includes a number of change projects to deliver the objectives within the Forensic Services 2026 Strategy, business as usual activity to maintain operations and statutory functions as well as activities to address the HMICS Recommendations.

## **3. PROGRESS TO DATE**

3.1 The Forensic Services 2026 Strategy has been developed over the last number of months with stakeholder and staff consultation being a key feature of the process. The Forensic Services Committee has played a key role in guiding the development of this product for the service. The final strategy was presented to the SPA Board on 2<sup>nd</sup> May and approved. *Recommendation 2*

3.2 A Programme Manager has been seconded in to work with the Senior Management Team in Forensic Services to establish the Programme of Change resulting from the commitments made within the Forensic Services 2026 strategy. The resources outlined in the business case approved at the Forensic Services Committee on 15<sup>th</sup> February 2018 are being progressed. *Recommendation 6, 17*

3.3 Police Scotland have engaged with the Forensic Science Regulator and the Digital Forensics community in England / Wales and a proposal to process ISO17025 accreditation is now being taken forward via the Cyber Capability Programme. *Recommendation 9*

3.4 The Crime Scene Attendance Policy was launched in November as previously reported. A 6-month evaluation of the success of this policy is now due to take place over May and June. This has a number of criteria defined to establish the awareness and use of the policy but also the

improvements that this has led to. A report on the findings will be submitted to the HMICS Sub Group for consideration. *Recommendation 13*

3.5 Options for a national electronic productions management system are being considered by Police Scotland and engagement with Forensic Services is ongoing. This is being taken forward via the Productions Remodelling Programme. *Recommendation 14.*

3.6 Progress has been made in relation to the implementation / interface of a number of ICT systems across Police Scotland and Forensic Services, providing evidence that Forensic Services are being included in the development of future ICT investment plans. Further engagement around the Police Scotland Data, Digital and ICT strategy and associated business plans is required. *Recommendation 22.*

3.7 As requested by the Forensic Services Committee the full table of recommendations is included at **Appendix A**. Four recommendations are noted as having been completed (recommendations 2, 3, 9, 13 and 19), however evaluation is required before formal close out by HMICS.

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications in this report, however, investment is a significant interdependency to deliver all of the recommendations and can be reviewed through the Business Cases.

#### **5. PERSONNEL IMPLICATIONS**

5.1 There are personnel implications associated with this paper.

The work to deliver the improvements detailed within the HMICS report will have a significant impact on the resources within Forensic Services and Police Scotland. Opportunities are being progressed to mitigate this impact.

#### **6. LEGAL IMPLICATIONS**

6.1 There are no legal implications associated with this paper.

## **7. REPUTATIONAL IMPLICATIONS**

7.1 There are reputational implications associated with this paper.

7.2 It is important that through its delivery of the improvement recommendations that Forensic Services, in collaboration with Police Scotland and COPFS, can show its commitment to continuous improvement both internally and together with key stakeholders.

## **8. SOCIAL IMPLICATIONS**

8.1 There are no social implications associated with this paper.

## **9. COMMUNITY IMPACT**

9.1 There are no community implications associated with this paper.

## **10. EQUALITIES IMPLICATIONS**

10.1 There are no equality implications associated with this paper.

## **11. ENVIRONMENT IMPLICATIONS**




11.1 There are no environmental implications associated with this paper.

### **RECOMMENDATIONS**



Members are requested to:

Note the progress to date to implement the recommendations set out in the HMICS Thematic Inspection of the Scottish Police Authority Forensic Services and the change in approach to delivery.




Appendix A



HMI CS No.	Recommendation	Timescales for delivery	RAG	Update	Post Implementation Review
<b>Leadership and Governance</b>					
1	The SPA and SG should engage in the implementation of the Home Office Forensic Science Strategy to inform the approach in Scotland, explore common standards and support future interoperability ( <i>mention of provision of services on commercial basis in future by FS</i> )  <b>SUB GROUP FS</b>	<del>Mar '18</del> Aug '18		Engagement with Transforming Forensics Programme lead has taken place, and learning from Key Forensics administration/ purchase has provided further confidence on interoperability. Forensic Services are involved in, via the Association of Forensic Science providers (AFSP), a review of the forensic market across England/Wales.	
2	The SPA should deliver a forensic strategy, aligned with those of Police Scotland and COPFS and their strategic planning cycles, with a supportive investment plan  <b>SUB GROUP FS</b>	<del>Mar '18</del> May '18		Board approved - 2 May '18  Propose to close.	
3	The SPA should institute a formal Forensics Committee as a matter of urgency ( <i>to support and publicly scrutinise the delivery of forensic services; senior representation from PS and COPFS as observers</i> )  <b>SUB GROUP FS</b>	1.Approved at Board (Aug '17)		Complete	HMICS observation of SPA Committees

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4	The SPA should review its partnership governance structures for FS and undertake a fundamental review of the MoU ensuring the process is thereafter undertaken on a regular basis with appropriate consultation with PS, COPFS and PIRC <b>SUB GROUP 1</b>	Mar '18 tbc		SPA Forensic Services governance review and service levels has commenced. Whilst other recommendations (10, 11, 12, 16) will feed into this item, work on future standards will be driven through the Forensic Services Strategy.	
5	The SPA should review the senior management structure for FS <b>SUB GROUP FS</b>	tbc		This work should complement the Strategic Programme Phase 1 activities which are currently commencing. Work will continue to be taken forward as part of the 2018-20 Business Plan.	




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HMI CS No.	Recommendation	Timescales for delivery	RAG	Update	Post Implementation Review
6	The SPA should develop capability and capacity within FS to deliver change and improvement. This should complement the creation of a specialist Programme Management Office within PS and provide dedicated programme and project management expertise to FS <b>SUB GROUP FS</b>	Sept '18		Programme Manager support is in place, with further resource requirements being progressed.  Business cases put to February 2018 Forensic Services Committee approved resource requirements.	
<b>Outcomes</b>					
7	The SPA should work with PS and COPFS to design and implement a new performance management framework for the demand and delivery of forensic services <b>SUB GROUP 1</b>	Sept '18 Q1 18/19		This is on track for reporting after period Q1 18/19.	
8	The SPA should implement a systematic approach to the gathering and reporting of feedback and complaints on FS delivery <b>SUB GROUP FS</b>	Dec '17 Jun '18		Customer Satisfaction Survey (Feb 2018), Scene Attendance Guidance (Nov 17) highlight the FS Complaints process. Further actions to improve awareness being taken forward.	



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9	PS should consider quality accreditation for digital forensics in line with FSR recommendations, UK Forensic Strategy and wider good practice in order to support effective public performance reporting and assurance  <b>SUB GROUP PS</b>	Q3 17/18 (Options paper)		The implementation of ISO17025 accreditation for digital forensics is now part of the Cyber Capability Programme.	
<b>Management of Demand</b>					
10	PS should review the role and capacity of Portal Gateway Managers to improve local liaison around investigative priorities and ensure greater involvement in tasking and co-ordination processes linked to national processes  <b>SUB GROUP PS</b>	Mar '18 Sept '18		New approach to identify and communicate local investigative priorities being piloted in L Div. (April to June 18). Evaluation will be performed prior to potential wider roll out.	





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<b>11</b>	The SPA and PS should implement a new decision making framework and appropriate guidance to support the prioritisation of forensic examinations. The implementation of this should be formally evaluated <b>SUB GROUP 1</b>	Sept '18		Work will continue to be taken forward via FS Business Plan 2018/20.	
<b>12</b>	The SPA should work with PS and COPFS to develop capability and capacity within FS to systematically address failure demand <b>SUB GROUP 1</b>	Sept '18		Will continue to be taken forward via FS Business Plan 2018/20.	
<b>Planning &amp; Process</b>					
<b>13</b>	The SPA and PS should review and implement the new Crime Scene Attendance policy to support a national approach with a focus on maintaining quality of service to the public and assuring operational competence of officers undertaking scene examination <b>SUB GROUP 2</b>	Nov '17			6 month evaluation will commence May/June 2018.

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14	<p>PS should work with the SPA to develop a national approach to productions management, storage and transportation of items seized for forensic examination</p> <p><b>SUB GROUP 2</b></p>	Sept '19		<p>The packaging document is now issued on PS Intranet</p> <p>PS considering electronic options for productions management nationally, with engagement with FS taking place. Full Business Case being finalised (PS Productions Remodelling Project).</p>	
15	<p>The SPA and PS should implement the recommendations of the previous PS led Lean Six Sigma review</p> <p><b>SUB GROUP PS</b></p>	Sept '18		<p>Limitations of the current ERF submission process, proposal for a standardised national platform and associated benefits being scoped. This will address the majority of findings from the PS led Lean Six Sigma review.</p>	

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HMI CS No.	Recommendation	Timescales for delivery	RAG	Update	Post Implementation Review
16	<p>PS and the SPA should introduce processes to dynamically monitor and report on the caseload including backlogs within FS at both a national and local level</p> <p><b>SUB GROUP 2</b></p>	<p>Sept '18</p> <p>July '18</p>		<p>Clear link to recommendation 6, and future reporting framework. Processes to assess Drugs caseload are in place across COPFS and FS. Forward planning being undertaken with Crown on caseload.</p>	
17	<p>The SPA and PS should implement an improvement planning process aligned within its strategic planning cycle and develop capability and capacity in applying the best practice tools and techniques for continuous improvement</p> <p><b>SUB GROUP 2</b></p>	<p>tbc</p>		<p>While the planning cycles are established with the finalisation of the Policing 2026 strategy and the FS 2026 Strategy there is further work to do to establish best practice tools and techniques for continuous improvement. This will be taken further through the FS Business Plan.</p>	

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HMI CS No.	Recommendation	Timescales for delivery	RAG	Update	Post Implementation Review
18	The SPA should develop a transparent workforce and demand planning model for Forensic Services. <b>SUB GROUP FS</b>	Dec '18		This will be taken further through the FS Business Plan.	
19	The SPA should develop an enhanced staff and Union engagement approach within FS which includes the introduction of PDCs across all FS staff groups with immediate effect <b>SUB GROUP FS</b>	Dec '17		While the evidence has been submitted on this recommendation, the engagement activity needs to be evaluated.	
<b>Resources</b>					
20	The SPA should develop a forensic services costing model with appropriate support and expertise to support demand management and future income generation <b>SUB GROUP FS</b>	Sept '18		Will be taken forward via FS Business Plan 2018/20.	

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HMI CS No.	Recommendation	Timescales for delivery	RAG	Update	Post Implementation Review
21	The SPA should commission a review of EMS functionality and investment profile against business requirements and link process efficiency work into future EMS development and refinement  <b>SUB GROUP FS</b>	Sept '18		Will be taken forward via FS Business Plan 2018/20.	
22	PS should further consider the impact of i6 cancellation on FS and ensure that interfaces and provision of other business support systems are included in the development of their future ICT investment plans  <b>SUB GROUP 2</b>	Sept '18		Effective engagement between the Digitally Enabled Policing Programme and FS has resulted in SE mobile working being included in Phase 1 of the PS Mobility Project. Tendering process ongoing, with supplier evaluation scheduled for April 18. National scene request process via Storm Unity / EMS interface is progressing well with testing currently ongoing across PS and FS. FS currently engaging with PS / COPFS -E-Citation implementation. Further engagement required on PS Data, Digital and ICT Strategy / Business Plan.	
23	PS should develop formal SLA for the delivery of corporate support services to FS, reflecting agreed service levels, performance measures, regular monitoring and Customer Relationship arrangements  <b>SUB GROUP 2</b>	TBC		Meeting held between ACC Malcolm Graham and FS SMT. FS requirements to be presented at Forensic Services Committee (30/5/18).	

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Key

- Complete
- On target and under management control
- At risk or late- but under management control
- At risk or late- not under management control, remedial action required