

**SCOTTISH POLICE
AUTHORITY**

Meeting	Forensic Services Committee
Date	14 August 2018
Location	Pacific Quay, Glasgow
Title of Paper	HMICS Update Report
Item Number	6
Presented By	Lynne Clark
Recommendation to Members	For Information
Appendix Attached	Yes

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.

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 the latest progress update was presented to the Forensic Services Committee in May 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. ENGAGEMENT

2.1 The Short Life Working Group (SLWG), made up of representatives from Forensic Services, Police Scotland and the Crown Office Procurator Fiscal Service, met on 20th June to oversee and discuss progress of the improvement activity. It was agreed that the sub groups, set up to work together to deliver the recommendations, would be re-established to allow momentum to continue until such times as the Forensic Services Change programme is up and running and the Business Plan is fully developed.

2.2 Forensic Services also met with the HMICS Lead and Associate Inspectors as part of the regular engagement around the progress of the recommendations. Each recommendation and the evidence of delivery was discussed and it was agreed that a significant amount of progress

had been made. All the evidence to date has been issued to HMICS to allow an assessment of status.

2.3 A further report on the status of the Forensic Services recommendations will report to Audit Committee in September.

3. PROGRESS TO DATE

3.1 A table is set out at Appendix A of this report and this outlines the progress to date and the current status on each of the recommendations.

3.2 Of the 23 recommendations, Forensic Services is proposing to close 9 (no's 1, 2, 8, 9, 11, 13, 14, 17 and 19). The evidence submitted for this improvement activity will be reviewed and considered by HMICS and a formal response will be issued either discharging these recommendations or requesting further evidence.

3.3 Following discussion with partners at the SLWG in June, Forensic Services is proposing to put 1 recommendation on hold (no. 4). This recommendation is linked to other recommendations, including significant pieces of work around Demand Management, mechanisms to more accurately record performance across the entire workflow and the overall FS 2026 Change Programme. A revised MoU (and associated KPIs) needs to be built upon more accurate management information with respect to response times for various aspects of service delivery, and to ensure that these are set appropriately regarding capacity and utilisation.

3.4 Of the recommendations that remain outstanding, 9 are green status and 5 are amber (see Key in Appendix A)

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications in this report.

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. This is being kept under review.

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.

Appendix A

HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
Leadership and Governance				
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>) SUB GROUP FS	Aug '18		No impact although interoperability will be considered on an ongoing basis as FS 2026 is defined and implemented. Evidence submitted to HMICS - propose to close - awaiting confirmation
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 SUB GROUP FS	May '18		FS Strategy 2026, FS Business Plan and FS Phase 1 Finance Plan all approved at the SPA Board on 2nd May. Evidence submitted to HMICS - propose to close - awaiting confirmation

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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> SUB GROUP FS	1.Approved at Board (Aug '17)		While the committee has been established, HMICS will provide feedback on their observations later in the year. Evidence submitted to HMICS - propose to close - awaiting confirmation
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 SUB GROUP 1	ON HOLD	ON HOLD	Following agreement with HMICS on 26th June there is further underpinning work to do – this is currently on hold, as agreed by partners and HMICS. Further work includes: volume/timeliness (demand Management) Service arrangements (MI)
5	The SPA should review the senior management structure for FS SUB GROUP FS	Oct '18		The Director of forensic Services has met with the Chair of the FS Committee and an approach has been agreed to fulfil this recommendation. This will now be discussed with Chair of the Authority and the CO.

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
6	<p>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</p> <p><i>SUB GROUP FS</i></p>	Sept '18		<p>Programme and project management support to the Senior Management Team at Forensic Services has been strengthened over the course of 2017/18, with resources from Police Scotland and SPA Corporate being provided in the form of a Programme Manager, Business Analyst, and Programme Development support. These resources have assisted with the preparation of the Forensic 2026 Strategy, accompanying Business Plan 2018-20 and financial plan, and are now engaged with the SMT in developing the Forensic 2026 Strategic Change Programme.</p> <p>Training of the Senior Responsible Officer (SRO) has taken place (29/6/18) with further training of Programme Lead and Project Leads to be finalised (programme and project management).</p> <p>The resource requirements for delivering change and improvement have been scoped as part of the drafting of a Programme Brief, to cover the period to November 2018 (preparation of the Programme Definition Document and Business Case). Currently a resource gap exists. A more permanent resourcing model will be defined as part of that work, with resourcing requests taken to the Forensic Services Committee for support.</p>

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Outcomes				
7	<p>The SPA should work with PS and COPFS to design and implement a new performance management framework for the demand and delivery of Forensics Services</p> <p><i>SUB GROUP 1</i></p>	Q2 18/19		<p>A performance reporting tool Advanced Analytics was purchased to provide a reporting environment which can automatically produce dashboard reporting for the business. Operational performance data presented in a dashboard format will be provided to each area of the business rather than data which is built manually. The reports will be available at the end of each month for all Heads of Function and Operational Managers.</p> <p>This performance management work is still to be completed and will be founded on the current actions being taken. Whilst this is inward looking consideration of customer needs is at the forefront and very much driving this work.</p>
8	<p>The SPA should implement a systematic approach to the gathering and reporting of feedback and complaints on FS delivery</p> <p><i>SUB GROUP FS</i></p>	Dec '17		<p>The process, embedded since 2012 and prior to this date in legacy structures, includes review and investigation of complaints as a fundamental aspect of the FS Management System and ISO 17025 accreditation.</p> <p>Evidence submitted to HMICS - propose to close - awaiting confirmation</p>

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9	<p>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</p> <p>SUB GROUP PS</p>	Q3 17/18 (Options paper)		<p>The Cybercrime Capability Programme will consider ISO 17025 as well as any alternative accreditation options. PSOS recently held a strategic conversation on Digital Forensics with the Leverhulme Institute at Dundee University. This provided an opportunity to discuss the challenges and Modernisation which is ongoing in Digital Forensics including accreditation. PSOS will also continue Liaison with NPCC and the Forensic Regulator Gillian Tully to track status of ISO 17025 in police forces in England & Wales</p> <p>Evidence submitted to HMICS - propose to close - awaiting confirmation</p>
Management of Demand				
10	<p>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</p> <p>SUB GROUP PS</p>	Sept '18		<p>The pilot continues in L Division, 3 pre-planned operations highlighted so far, evaluation will follow and consideration is being given to extending the pilot to K Div in the west and to cover a division in the east and north.</p>

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11	<p>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</p> <p><i>SUB GROUP 1</i></p>	Sept '18		<p>The fingerprint and DNA guidance document has been utilised by FS staff in the JNFG for a period of time and this has now been introduced into the Gateway Portals.</p> <p>In addition, an operational example of prioritisation of forensic work (Operation Escalade) has been used as evidence for HMICS</p>
12	<p>The SPA should work with PS and COPFS to develop capability and capacity within FS to systematically address failure demand</p> <p><i>SUB GROUP 1</i></p>	Sept '18		<p>The Forensic 2026 Committee noted an action for all partners to engage in a session relating to value – what is the value forensic science adds to a criminal investigation.</p> <p>The value discussion which will involve Police Scotland and COPFS will be held in October 2018. It is hoped that at this time an agreement on what value is can be understood if not agreed upon by all partners.</p> <p>These measures will then be used to help flush out areas of failure and drive forward more positive uses of Forensic Services using the existing procedures in place to do so.</p>

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Planning and Process				
13	<p>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</p> <p><i>SUB GROUP 2</i></p>	Nov '17		Evidence submitted to HMICS - propose to close - awaiting confirmation
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><i>SUB GROUP 2</i></p>	Sept '19		<p>Productions Remodelling Full Business Case – It has been assessed that the appropriate governance arrangements and engagements are in place to ensure that FS interdependencies are discussed in a collaborative manner throughout the delivery phase of the Police Scotland Productions Remodelling Project.</p> <p>Evidence submitted to HMICS - propose to close - awaiting confirmation</p>

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
15	The SPA and PS should implement the recommendations of the previous PS led Lean Six Sigma review <i>SUB GROUP PS</i>	Sept '18		Engagement with the Supt Tonks, DEPP to discuss overlaps in developing an improved national ERF submission platform and DEPP's work around the UNIFI productions module in D, E and J Divisions. A PPA will be submitted to allow the DEPP to assess the potential of taking on the ERF remodelling project or if this isn't feasible to allow them to identify/consider an interface between the remodelled national platform and whatever the preferred option may be for a future national solution.

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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><i>SUB GROUP 2</i></p> <p>.</p>	July '18		<p>Forensic Services staff at the Joint National Forensic Gateway (JNFG) have been involved in several exercises in the last number of years with regard to re-visiting cases sitting within the Forensic Services caseload, re-assessing (triaging) the original request, liaising with our Criminal Justice Partners (PS and COPFS) and prioritising the case accordingly.</p> <p>The processes have delivered benefits to the prioritisation of forensic examinations across high demand areas of Forensic Services such as MEL and Biology. The reviews resulted in the identification of cases which were no longer required and others which had re-negotiated target dates.</p> <p>PS are not able to report on out-standing forensic work on a national or local basis, however it is anticipated that this information may be provided by Forensic Services, via EMS.</p>

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
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>SUB GROUP 2</p>	Aug '18		<p>Strategic planning cycle is aligned, following confirmation and approval by the Board of the Forensic 2026 strategy and the delivery phases 2018-20 2020-23 and 2023-26.</p> <p>Forensic Services are committed to continuous improvement as stated in the Management System and confirmed through UKAS Accreditation to international standard ISO17025. This is a well embedded process and is seen as business as usual.</p> <p>Evidence submitted to HMICS - propose to close - awaiting confirmation</p>
People				
18	<p>The SPA should develop a transparent workforce and demand planning model for Forensic Services.</p> <p>SUB GROUP FS</p>	Dec '18		<p>Business cases approved by FS Committee in February 2018 to address acute capacity / demand imbalance in a number of areas of FS. This was also supported by the approval of outsourcing of Biology casework.</p> <p>The future target operating model of FS will include the need for effective workforce planning and this will be taken forward through the Change Programme.</p>

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
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 <i>SUB GROUP FS</i>	Dec '17		Evidence submitted to HMICS - propose to close - awaiting confirmation
Resources				
20	The SPA should develop a forensic services costing model with appropriate support and expertise to support demand management and future income generation <i>SUB GROUP FS</i>	Sept '18		So far an assessment of the available data set has been carried out to establish what information is currently available against what is necessary for full financial modelling. A costing model will then be put together using the current financial and operational data. This will provide the average unit cost of providing specific forensic services to partners.

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21	<p>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</p> <p><i>SUB GROUP FS</i></p>	Sept '18		<p>To date EMS functionality has been reviewed as part of 2 separate exercises;</p> <ul style="list-style-type: none"> - Looking at EMS Performance - Review EMS data infrastructure <p>Both of these reviews have found issues with the underlying infrastructure of the system.</p> <p>The EMS data within the database is held in a significant number of tables and the data infrastructure is challenging.</p> <p>Whilst only a high level snap shot of EMS has been presented from the work carried out to date it does not appear to be either economically efficient or indeed process efficient to invest further in the EMS infrastructure.</p>

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22	<p>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</p> <p><i>SUB GROUP 2</i></p>	Sept '18		<p>A review of the impact of i6 cancellation is assessed as no longer be relevant as business process across both FS and PS have changed significantly since the i6 programme.</p> <p>FS are fully engaged in the Police Scotland Digitally Enabled Policing (DEP) Programme, with SE mobile working included in Phase 1 of the Mobile Working Project. Engagement is also ongoing in relation to e- citations, and production system.</p> <p>At a system level, FS are represented at the Scottish Government Digital Justice Group, with other CJS partners</p>
23	<p>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</p> <p><i>SUB GROUP 2</i></p>	Oct '18		<p>A review of current service back arrangements from Police Scotland and assessment of requirements was submitted to the FS Committee on 30/5/18. Actions have been identified to review of resources available to FS, produce SLAs, monitoring of service provision to be instigated.</p> <p>Meetings scheduled for August with David Page, James Gray and Kenneth Hogg to discuss.</p>

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