

<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>7 November 2018</b>
<b>Location</b>	<b>Pacific Quay, Glasgow</b>
<b>Title of Paper</b>	<b>HMICS Update</b>
<b>Item Number</b>	<b>7</b>
<b>Presented By</b>	<b>Tom Nelson</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.

## **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 August 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 / REPORTING**

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 20<sup>th</sup> August to oversee and discuss progress of the improvement activity. The SLWG will continue to meet and oversee the progress of recommendations ensuring that there is an ongoing focus on these priorities.

2.2 Each of the improvement recommendations and the evidence of delivery has been discussed with HMICS and it was acknowledged that a significant amount of progress had been made. All the evidence to date has been issued to HMICS and the outcome of their assessment will be communicated to SPA.

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

### **3. PROGRESS TO DATE**

3.1 As part of Forensic Services 2026, which comprises both Business as Usual and Change Programme work, an assessment of all the business priorities has been carried out. This exercise has highlighted that the work to fully deliver a number of the improvement priorities now aligns to the Forensic Services Change Programme and will be progressed through that process. The balance of HMICS recommendations will continue to be taken forward under the previous arrangements.

3.2 Of the 23 recommendations, Forensic Services had proposed to close 10 (1 reported at May committee, 9 at August Committee). Early feedback on the evidence submitted for this improvement activity was provided by HMICS at the SLWG which indicated that 6 recommendations would close with further evidence required on the others. A formal response will be issued following the HMICS quarterly review in October.

3.3 As part of the assessment mentioned in point 3.1, Forensic Services felt that further work was now required to fully meet the intention of some of the HMICS recommendations. The full list of recommendations is included at Appendix A and the status of each is noted. The RAG status reflects the priorities that are either within or outwith management control.

### **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.

5.2 The work to deliver the improvements detailed within the HMICS report and the cross-over with the Forensic Services 2026 Change Programme will have a significant impact on the resources within Forensic Services and Police Scotland. This is tabled for discussion at this meeting and will be 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.

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Appendix A

HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
<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>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>
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>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>
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>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>
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>ON HOLD (anticipated until Nov 19)</b>	<b>ON HOLD</b>	Following agreement with HMICS on 26th June '18 there is further underpinning work to do – this is currently on hold, as agreed by partners and HMICS.  A number of change projects will enable this work. These projects are defining IBC in Jan '19

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
5	The SPA should review the senior management structure for FS	Oct '18 End Mar 2019		This work is now incorporated into the <b>FS 2026 Change Programme</b> .  A Project to consider the best operating model for FS is now being scoped and it is anticipated that a Full Business Case for implementation will be defined by end 2019. A report on the interim position will be drafted by end March 2019.
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	Sept '18 Jan '19		This work is now incorporated into <b>the FS 2026 Change Programme</b> .  Resource requirements are outlined to the FS committee under a separate agenda item. An Outline Business Case will be defined by Jan 2019.
<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 Forensics Services	Q2 18/19		<b>Evidence submitted to HMICS</b>  Further work is now incorporated into the <b>FS 2026 Change Programme</b> .  A number of change projects will enable this work. These projects are defining IBC in Jan '19

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
8	The SPA should implement a systematic approach to the gathering and reporting of feedback and complaints on FS delivery	Dec '17 Nov '18		<b>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>  Further work is now being undertaken following the UKAS Assessment of FS in Oct '18 and this should complete by end Nov '18.
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>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>
<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	Sept '18 Linked to rec 15		The pilot continues in L Division and has been extended to C and D Divisions to include the three regional gateways, no issues have been raised and consideration is being given to rolling the process out nationally.
11	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	Sept '18		<b>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>  Further work is now being undertaken through <b>FS 2026 Change Programme</b> .

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
12	The SPA should work with PS and COPFS to develop capability and capacity within FS to systematically address failure demand	Sept '18 End 2019		Initial evidence has been submitted to HMICS, and it is recognised that a larger piece of work across FS, PS and COPFS is required.  This work is now incorporated into the <b>FS 2026 Change Programme</b> .  A number of change projects will enable this work. These projects are defining IBC in Jan '19
<b>Planning and Process</b>				
13	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>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>
14	PS should work with the SPA to develop a national approach to productions management, storage and transportation of items seized for forensic examination	Sept '18  Full implementation 2020		<b>Evidence submitted to HMICS - propose to close - awaiting confirmation</b>  Further work is now being undertaken to develop links and dependencies and this should complete by Dec '18.

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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	Sept '18 National roll-out May '19		PPA submitted to the DEPP, the paper was subsequently discussed at the DEPP Design Forum and submitted to PMO for consideration. The recommendation from the DEPP being this piece of work is allocated to DEPP COS for inclusion for development as part of the Productions Module. Workshop conducted with all Gateway Staff to discuss, demonstrate and enhance key aspects of the developed platform. Further meetings held with the DEPP team in line with overlaps/interfaces with their current work introducing the Productions Module initially in D, E and J Divisions by November 2018 and nationally by May 2019. DEPP will provide an options paper for the development of the improved national ERF submission platform.
16	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	July '18 Interim Solution Apr '19		This work is now incorporated into the <b>FS 2026 Change Programme</b> .  A number of change projects will enable this work. These projects are defining IBC in Jan '19

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
17	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	Aug '18		<p><b>Evidence submitted to HMICS - propose to close - awaiting confirmation</b></p> <p>Further work is now incorporated into the <b>FS 2026 Change Programme.</b> to integrate planning and this should complete by Apr '20</p> <p>A number of change projects will enable this work. These projects are defining IBC in Jan '19</p>
<b>People</b>				
18	The SPA should develop a transparent workforce and demand planning model for Forensic Services.	Dec '18 End 2019		<p>This work is now incorporated into the <b>FS 2026 Change Programme</b></p> <p>A number of change projects will enable this work. These projects are defining IBC in Jan '19</p> <p>A Project to consider the best operating model for FS is now being scoped and it is anticipated that a Full Business Case for implementation will be defined by end 2019.</p>
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			<p><b>Evidence submitted to HMICS - propose to close - awaiting confirmation</b></p>

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
<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	Sept '18 First iteration Apr '19		Work has been initiated and a first iteration will be defined. Further work is now incorporated into the <b>FS 2026 Change Programme</b>  A number of change projects will enable this work. These projects are defining IBC in Jan '19
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	Sept '18 April '19		This work is now incorporated into the <b>FS 2026 Change Programme.</b>  Currently no PM resources are available to support this work.
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	Sept '18 Dec '19		There is no ongoing impact of the i6 cancellation.  FS are continuing to engage with PS Digitally Enabled policing programme. This work will now be incorporated into the <b>FS 2026 Change Programme.</b>

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HMICS No.	Recommendation	Timescales for delivery	RAG / date	August '18 (FS Committee Update)
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	Oct '18 Apr '19		Discussions are ongoing with PS DCO, with preference for Business Partners to be embedded in FS Management team.  Corporate Services delivery model is under review. Once this model has been agreed the development of SLAs will be progressed.  This work is now incorporated into the <b>FS 2026 Change Programme</b> .

Key

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
HMICS Recommendations now aligned to FS 2026 Change Programme	