

SCOTTISH POLICE  
AUTHORITY

<b>Meeting</b>	<b>Public SPA Board Meeting</b>
<b>Date</b>	<b>28 September 2017</b>
<b>Location</b>	<b>Jurys Inn, Inverness</b>
<b>Title of Paper</b>	<b>HMICS Inspection of SPA Forensic Services – Action Plan</b>
<b>Item Number</b>	<b>14</b>
<b>Presented By</b>	<b>Tom Nelson</b>
<b>Recommendation to Members</b>	<b>For Approval</b>
<b>Appendix Attached</b>	<b>Yes</b>

**PURPOSE**

To provide Authority members with an update on work to respond to the recommendations 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.
- 1.2 A verbal update on the plan to progress the recommendations was given at the SPA Board meeting in August. An action was taken by the Director of Forensic Services to develop an improvement action plan to deliver the recommendations.

## 2. RESPONSE TO HMICS REVIEW

- 2.1 A part of the HMICS report identified that there was a requirement for a Forensic Services strategy. The work to develop the Forensic Services 2026 strategy commenced in 2016 and linked in at a high level with the development of the Policing 2026 strategy. This work is now in a more detailed development stage and will link very closely with the HMICS recommendations.
- 2.2 It is expected that a first draft of the Forensic Services 2026 strategy will be presented to the Forensic Services Committee in November 2017. While some of the HMICS recommendations will be actioned during 2017/18, those linked with the plans to deliver the strategy will be completed in line with this plan.
- 2.3 The Forensic Services improvement action plan is at **Appendix A**.

## 3. GOVERNANCE

- 3.1 A framework to identify, agree, progress and monitor the actions required to address the HMICS recommendations was proposed at the Forensic Services Management Advisory Group in August 2017, with the Forensic Services Committee having oversight of delivery of the recommendations. A collaborative Steering Group and associated sub-groups are currently being established to ensure collective buy-in to delivery, with membership across Forensic Services, SPA, Police Scotland, and HMICS. An independent reference group may be used to allow critical review of approaches / decisions.
- 3.2 The Crown Office and Procurator Fiscal Service (COPFS) are independent prosecutors, not subject to oversight by SPA or HMICS.

Never the less, as the largest customer for Forensic Services, COPFS is committed to playing a positive role in making improvements to Forensic Services. Their involvement in this improvement programme will help to bring about positive change as a key customer of Forensic Services.

- 3.3 Reporting of progress of actions to deliver the HMICS recommendations will be to the Forensic Services Committee and SPA Board on a quarterly basis.
- 3.4 In addition to the above reporting, Forensic Services, through a single point of contact, will submit evidence at regular intervals to inform the final discharge of the recommendations by HMICS.
- 3.5 SPA Forensic Services will then write to HMICS to request this formal discharge. HMICS will consider the evidence at their monthly meetings and respond to SPA Forensic Services accordingly.
- 3.6 The HMICS process is shown in **Appendix B**

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

- 4.1 There are no financial implications in this report, however, investment is a significant interdependency to delivery of all the recommendations.

#### 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 will have a significant impact on the resources within Forensic Services and Police Scotland. Opportunities are being explored to understand how this impact can be mitigated.

#### 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**

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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:

Approve the approach outlined above to progress the HMICS recommendations.

## Appendix A – Forensic Services Improvement Action Plan

HMICS No.	Recommendation	Actions identified	Timescales for delivery	Status
<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	<ol style="list-style-type: none"> <li>1. Develop a paper outlining FS delivery model in Scotland</li> <li>2. Review model in E/W- Transforming Forensics Project)</li> <li>3. Identify barriers to interoperability</li> <li>4. Identify risks / opportunities</li> <li>5. Impact on commercial vision for FS to be considered.</li> </ol> <p>Link to rec 20 below</p>	Mar '18	
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	<ol style="list-style-type: none"> <li>1. Development and approval of FS 2026 strategy- set of core values, supporting business planning cycle (tripartite), include Research, development and innovation, aligned to customer needs (Policing 2026), costed programme for implementation, links with FS business plans.</li> <li>2. FS Strategy owned by SPA Board, present at Justice Board.</li> <li>3. Develop an investment plan</li> <li>4. Develop an approach to engagement with COPFS and PS for business plan development</li> </ol>	Mar '18	
3	The SPA should institute a formal Forensic Committee as a matter of urgency	<ol style="list-style-type: none"> <li>1. Terms of reference of Forensic Committee, agenda, minutes, reports (<i>Await HMICS discharge</i>)</li> <li>2. Consider options and implement the best approach to address ethical governance - either as part of the SPA Board or an independent group.</li> </ol>	1. Approved at Board (Aug '17). Forensic Committee Meeting scheduled.	

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	<ol style="list-style-type: none"> <li>1. Review of MoU to be completed</li> <li>2. At the appropriate forum, build in the cycle for reviewing and refreshing the Memorandum of Understanding. <ul style="list-style-type: none"> <li>• Document the review process and factor in the agreed timescales of ongoing review for achievement of commitments.</li> </ul> </li> <li>3. Strengthen the partnership arrangement through: <ul style="list-style-type: none"> <li>• Proactively engaging with COPFS and PS to agree the best approach for FS to input to respective strategies and plans which may impact directly/indirectly with FS.</li> <li>• Proactively engaging with COPFS and PS to get their input to relevant SPA budget/policy decisions.</li> </ul> </li> </ol>	Mar '18	
5	The SPA should review the senior management structure for FS	<ol style="list-style-type: none"> <li>1. This recommendation will form part of the N. Marchant/M. Burr review of structure (consider HMICS Professional Advice Note)</li> </ol>	Mar '18	
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	<p>Link to FS 2026. PMO implementation and resource.</p> <ol style="list-style-type: none"> <li>1. Identify and define the best approach for FS to change/improvement management.</li> <li>2. Develop and implement that approach.</li> </ol>	Mar '18	
<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	<ol style="list-style-type: none"> <li>1. liaise with partners to design a new performance framework in line with revised governance arrangements (e.g. Forensic Committee)</li> </ol>	Sept '18	
8	The SPA should implement a systematic approach to the gathering and reporting of feedback and complaints on FS delivery	<ol style="list-style-type: none"> <li>1. Establish the process of feedback on the delivery of Forensic Services.</li> <li>2. Review the current complaints procedure within FS and implement a process of reporting to the SPA FS committee.</li> </ol>	Dec '17	

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	<ol style="list-style-type: none"> <li>1. Review accreditation position / roadmap for Forces in England (Oct '17)</li> <li>2. Briefing paper with options being tabled for consideration by the Force Executive by (Nov '17)</li> </ol>	Q3 17/18 (Options paper)	
<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	<ol style="list-style-type: none"> <li>1. Police Scotland and Capacity &amp; Demand SLWG to take forward as outlined in recommendation</li> </ol>	Mar '18	
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	<ol style="list-style-type: none"> <li>1. Review decision-making framework and agree a date with PS for the implementation of this</li> </ol>	Sept '18	
12	The SPA should work with PS and COPFS to develop capability and capacity within FS to systematically address failure demand	<ol style="list-style-type: none"> <li>1. Define failure demand together with PS and COPFS.</li> <li>2. Identify areas for improvement to reduce failure demand.</li> </ol>	Sept '18	
<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	<ol style="list-style-type: none"> <li>1. Scene Attendance Policy and Guidance approval by PS and FS (complete Sept 17).</li> <li>2. Scene Attendance Policy and Guidance implementation across PS and FS.</li> <li>3. Evaluate effectiveness of Scene Attendance Policy and Guidance (6 months post implementation, May 2018).</li> </ol>	Nov '17	
14	PS should work with the SPA to develop a national approach to productions management, storage and transportation of items seized for forensic examination	Being managed under the Police Scotland Productions Project	Sept '19	
15	The SPA and PS should implement the recommendations of the previous PS led Lean Six Sigma review	<ol style="list-style-type: none"> <li>1. Review recommendations to ensure still current</li> <li>2. Build, as appropriate, into the Police Scotland programme of improvement, engaging with partners.</li> </ol>	Sept '18	

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	<ol style="list-style-type: none"> <li>1. Continue to review and develop Performance Reporting by FS.</li> <li>2. Backlogs - review and develop further mitigation actions to address issues.</li> </ol>	Sept '18	
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	<p>Forensic Committee</p> <ol style="list-style-type: none"> <li>1. Evaluate the value of the Lean training within FS and possible roll out of training across the organisation. Or consider other improvement methodologies.</li> <li>2. Refresh the FS strategic planning cycle together with PS.</li> </ol>	Sept '18	
<b>People</b>				
18	The SPA should develop a transparent workforce and demand planning model for Forensic Services.	<ol style="list-style-type: none"> <li>1. Develop the FS Operating Model</li> </ol>	Jul '18	
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	<ol style="list-style-type: none"> <li>1. Enhance the process for engagement with staff and Trade Unions (Communications Strategy development)</li> <li>2. Roll out the staff PDCs</li> <li>3. Enhance the Training Needs Analysis framework for staff and link to the FS 2026 strategy</li> </ol>	Dec '17	
<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	<ol style="list-style-type: none"> <li>1. Develop a costing model for FS (link to the development of a Commercial Awareness Programme - FS 2026Strategy)</li> </ol> <p>Link to rec 1 above</p>	Sept '18	
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	<ol style="list-style-type: none"> <li>1. ICT to review EMS functionality. Roadmap to be developed, agreed and progressed.</li> </ol>	Sept '18	
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	<ol style="list-style-type: none"> <li>1. PS ICT to lead on consideration of impact of i6 cancellation.</li> <li>2. Link to Roadmap noted in Recommendation 21 above.</li> </ol>	Sept '18	

<p><b>23</b></p>	<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>	<ol style="list-style-type: none"> <li>1. FS will develop the service requirements</li> <li>2. Police Scotland to develop SLA(s).</li> <li>2. Include SLA performance metrics within Forensic Committee reporting to monitor service back arrangements.</li> </ol>	<p>TBC</p>	
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**Appendix B – HMICS Process to manage recommendations**

