

Meeting	Forensic Services Committee
Date	08 August 2022
Location	MS Teams
Title of Paper	Forensic Services Business Plan
Presented By	Fiona Douglas
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To update members on progress on:

- The Forensic Services Business Plan for 2022/2023

1. BACKGROUND

- 1.1 Members will be aware that the Forensic Services SPA *Forensic Strategy: Delivering excellence in forensic science for a safe and resilient Scotland* was approved at the SPA meeting on the 29 September 2021.
- 1.2 Members will also be aware that the three Full Business Cases and delivery approach for our new Operating Model, Scene Deployment, and Access to Lab projects were also approved at the same meeting.
- 1.3 The new strategy refreshes the Forensic 2026 Strategy: *Scientific Excellence for Communities* which was implemented in 2018.
- 1.4 The Forensic Strategy encompasses the evolving needs of the service and aligns to the Joint Strategy for policing: *Policing for a safe, protected and resilient Scotland* which was implemented in March 2020.
- 1.5 The Forensic Strategy sets out the future aspirations and strategic direction to ensure that Forensic Services can continue to provide excellent, innovative forensic services to support justice in Scotland and keep our communities safe and protected.
- 1.6 Since the strategy was published the senior leadership team in Forensic Services have developed the Business Plan that identifies the key priority areas for the organisation over the next two years.

2. FURTHER DETAIL ON THE REPORT TOPIC

Themes of the strategy

2.1 The strategy focuses on the following themes:

- **Supporting and empowering our people:** our people are our most important asset and we need to ensure that they continue to thrive and develop, and that they are supported and empowered to provide excellent forensic science across Scotland.
- **Sustainability:** we need to ensure that we are suitably equipped and prepared to face and adapt to future challenges.

- **Advances in forensic science:** we need to be in a position to contribute and influence scientific advancements and to be in a position to quickly adopt new forensic methods ensuring that quality standards are maintained and enhanced.
- **Collaboration and partnership:** we operate in a complex ecosystem across the criminal justice system and must work collaboratively with our partners to continue to provide excellent services.

2.2 The strategy seeks to achieve the following benefits providing positive outcomes for both the service and our people:

- **Our People:** we will provide opportunities for our people to develop professionally, and we will empower and equip our leaders and continue to prioritise wellbeing so that our people are safe, healthy and thriving.
- **Demand:** we will expand the utilisation of our capacity and capabilities and take preventative and proactive approaches to managing our demand.
- **IT:** we will ensure that we have access to appropriate technologies, tools and skills.
- **Research and Innovation:** we will build the right environment to enable and promote innovative approaches, research and development to ensure that we are leading the advancement of forensic science.
- **Trust and confidence:** we will maintain and build on our transparent and ethical approaches to ensure that we are compliant with changing legislative/regulatory standards and maintain public trust and confidence.
- **Customer service:** we will ensure that we provide exceptional customer service and continue to provide best value.
- **Collaborative:** we will developing and build collaborative relationships with our partners and across the criminal justice system to tackle demand, promote mutual understanding and collective solutions.

Strategic outcomes and objectives

2.3 The Forensic Strategy will focus on four strategic outcomes, each of which will be underpinned by three strategic objectives. These outcomes and objectives will address a range of key internal and external areas where the service needs to design, develop and implement new approaches in the future.

Implementation

2.4 The direction and performance for Forensic Services (SPA) ensures that the strategy is underpinned by plans, including a two-year Business Delivery Plan, which aligns with the Scottish Police Authority’s Corporate Plan.

2.5 The strategic outcomes set out in the Forensic Strategy are as follows:



2.6 Following detailed review and discussion, taking into account feedback from staff and partners (including the wellbeing survey) the following priorities have been identified:

Our people are supported through a positive working environment, enabling them to provide excellent forensic services

Develop Value and Behavioural Framework for Forensic Services with our staff

(we have set the standards we expect across FS and we ensure compliance)

Ensure Trained, Competent and Confident Managers who are building on change and driving culture change and high performance

(we are supporting our people and getting the best out of them)

Implement New Operating Model

(the organisation is structured for success and delivery of improved performance in the future)

Ensure that science is aligned into all communication and messaging from SMT

(we bridge the gap between scientific delivery and the operation of the organisation)

Forensic Services SPA is sustainable, adaptable and prepared for future challenges

Implement the strategic workforce plan and incorporate into a new approach to collective decision making

(we are making best use of resources and responsive to the customer)

Understand our physical ICT landscape, develop a plan for networking of all instrumentation and get FS ready to be paper light

(we understand where the gaps are and we have a collaborative plan with ICT to cover these)

Develop a performance framework that considers external reporting and link to public impact and internal alignment of challenging objectives

(we are driving improved performance in the right direction and we communicate how we are keeping communities safe and protected, and we all know where we fit)

Develop a digital and data strategy for Forensic Services in alignment with ICT

(we understand how we need to manage our legacy data and, through the COS project we are moving to the future)

Transition Post Mortem Toxicology Services to FS

Forensic Services SPA delivers high quality, ethical services: and leads in order to advance Forensic Science

<p>Ensure Forensic Services has a robust plan for GDPR compliance by 2023</p> <p><i>(FS is compliant and not exposed to fines/reputational damage for non compliance)</i></p>	<p>Develop discipline and functional forward views in alignment with the strategy to make it meaningful to staff and to get the detail for the future</p> <p><i>(the strategy is meaningful to our people)</i></p>
<p>Launch the refreshed strategy for Forensic Services and develop a good understanding of the need and process for strategic alignment across FS</p> <p><i>(we know where we are going and we stay on the right path)</i></p>	<p>Deliver the Quality Improvement Plan</p> <p><i>(comply with our MS and be assured on the quality of our work)</i></p>

Forensic Services SPA works collaboratively with partners to serve the needs of the public and Criminal Justice in Scotland

<p>Develop and Implement a strategic stakeholder engagement plan covering BAU and Change</p> <p><i>(engage better with partners with clarity on roles and responsibilities at all levels)</i></p>	<p>Develop a proactive approach to communications including developing our social media presence</p> <p><i>(we have an excellent reputation as a forensic science provider and we use social media safely & effectively)</i></p>
<p>Develop an approach to understanding, communicating and maximising the value of Forensic Science</p> <p><i>(be better able to articulate what we contribute to Scotland and how we utilise our resources)</i></p>	<p>Develop the control and governance of Biometrics in conjunction with the new Biometrics Commissioner role</p> <p><i>(we are compliant with the new codes of practice and have a strong relationship with the Biometrics Commissioner)</i></p>

2.7 Alongside these specific objectives, a performance plan is in the process of being finalised that will include the KPIs that will be set (as per the MOU update) and take learning from the recent drugs driving issues and this will influence how gaps between capacity and demand will be reported.

2.8 Both the performance plan and the timescales for the objectives set out in the business plan will be presented to the next meeting of the Forensic Services Committee.

3. FINANCIAL IMPLICATIONS

3.1 There are no additional financial implications associated with this paper. The business case for the new operating model, deployment of scenes and access to lab projects has been approved.

4. PERSONNEL IMPLICATIONS

4.1. There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1. There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There may be reputational implications of this paper due to the inability to directly assess the value of forensic science in keeping the communities of Scotland safe and delivering our vision of 'scientific excellence for safer communities'.

7. SOCIAL IMPLICATIONS

7.1 There are social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are community impacts associated with this paper.

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 activities that are within the Forensic Services Business Plan

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