

Meeting	Forensic Services Committee
Date	24th October 2022
Location	Microsoft Teams
Title of Paper	Forensic Services Business Improvement Plan 22-25
Presented By	Fiona Douglas, Director of Forensic Services
Recommendation to Members	For Noting
Appendix Attached	No

PURPOSE

The purpose of this paper is provide an update on the two year Forensic Services business plan.

The paper is submitted

- For Noting

1. BACKGROUND

- 1.1 Forensic Services has developed a business plan setting out the core activities that are required to deliver the refreshed strategy for SPA Forensic Services '*Delivering excellence in forensic science for a safe and resilient Scotland*', which was approved by the Authority on the 29th September 2021.
- 1.2 Members will also be aware that core transformational change requirements for Forensic Services were set out in the Full Business Cases and delivery approach for our new Operating Model, Scene Deployment, and Access to Lab projects were also approved at the same time.
- 1.3 The financial climate has changed significantly since the Forensic Strategy was approved although no budget has yet been finalised for 2023/24. Because of these pressures some transformation activity is currently on hold until the financial settlement becomes clearer but the plan is no longer expected to be funded to the degree expected previously.
- 1.4 The direction and performance for Forensic Services ensures that the strategy is underpinned by plans; a two-year Business Delivery Plan has been created. This consists of a performance plan which includes the KPIs that have been put in place.

2. BUSINESS DELIVERY PLAN

- 2.1 The two-year business delivery plan, aligns with the Scottish Police Authorities Corporate Plan. The strategic outcomes set out in the Forensic Strategy are as follows:
 - Our people are supported through a positive working environment, enabling them to provide excellent forensic services
 - Forensic Services is sustainable, adaptable and prepared for future challenges
 - Forensic Services delivers high quality, ethical services; and leads in order to advance Forensic Science
 - Forensic Services works collaboratively with partners to serve the needs of the public and Criminal Justice in Scotland

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2.2 The Delivery Plan follows a detailed review and discussion, taking into account feedback from staff and partners with the themes identified as key strategic outcomes.

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	Theme	Action	Timeline	Milestones	College Lead / Key contact
1.1	Develop Value and Behavioural Framework for Forensic Services with our staff	The CVF module has been deployed across Forensic Services and is a key component for our people to learn and engage with the competency value framework		Completed: all staff part of MyCareer Proof of Concept Nov 2022: target completion date for CVF module Jan 2023: target completion date for MyCareer module	Business leads: Derek Scrimger Darren Tattersall
1.2	Ensure Trained, Competent and Confident Managers who are building on change and driving culture change and high performance	We are actively engaging with our people to encourage compliance with the My Career roadmap and view this pillar as being pivotal to developing our leaders and creating future career pathways to support their ambitions.		Ongoing SMT training and development supported by Taylor Clarke Internally ongoing training of all managers being led by Darren Tattersall	Business leads: Vicki Morton
1.3	Implement New Operating Model	The Operating Model will be delivered in a phased delivery model over the forthcoming two years with the key strategic deliverables targeted in order of priority to the organisation	01/04/23 – 31/03/2025	Y1 Scene Tasking Unit Y1 SMT Restructure Y2 Tier 2 Management Structure Y2 All other posts	Business leads: Joanne Tierney
1.4	Ensure that the Science is aligned into all communication and messaging from SMT	A communication strategy is being developed which is aligned to the Performance Framework which are both designed to bridge the gap between scientific delivery and the operation of the organisation	31/03/23 – 30/06/2023	2023: New website for FS and SPA ASAP: comms officer to increase capacity and help move FS from reactive to proactive comms 2023: FS comms group to be launched to look produce calendar of opportunities for comms	Business leads: Kevin O'Hare
2.1	Implement the SWP and incorporate a new approach to collective decision making	The SWP and resource planning values must be linked to the KPIs developed as part of the Performance Framework as outlined in the MOU to ensure that the organisation are able to demonstrate best value resource allocation for the customer.	31/3/23	The intention is to present an updated SWP to the FSC in 2023/24 once further clarity on the Change Programme benefits realisation plan, revised demand forecast data and the overall budget position is clear for next financial year.	Business leads: Vicki Morton
2.2	Understand our physical ICT landscape, develop a plan for networking of all instrumentation and get FS ready to be paper light	The work undertaken at J24 will underpin the ICT road mapping work to enable Digital Division to move all instruments and systems onto the network. The development of the COS will be crucial to moving from EMS to a new solution which will provide paperless capabilities	30/11/22 – 31/03/23	The completion of phase 1 of the Data Migration Project will map out the ICT landscape across the Forensic Services ICT estate and we will begin to map out the networking requirements once all systems are highlighted through a GAP analysis	Business leads: Alan Connell

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2.3	Develop a performance framework that considers external reporting and link to public impact and internal alignment of challenging objectives	The development of the joint MOU will contain the performance framework KPI's that will be the foundations for Forensic Services to drive improved performance in the right direction while the communication strategy will ensure that we communicate how we are keeping communities safe and protected.	31/3/23	The MOU is a multi-agency agreement that is the key enabler for the delivery of this plan A working group will be established including FS Committee membership to progress the framework development through all lenses	Business leads: Vicki Morton Helen Haworth
2.4	Transition Post Mortem Toxicology Services to Forensic Services	The transfer of 24 staff and the responsibility for delivery of Post Mortem Toxicology to be transferred from the University of Glasgow to Scottish Police Authority	01/12/2022	The project delivery date for the transfer of the service is currently tracking on time. Jan 2023: Formal opening	Business leads: Gary Holcroft
3.1	Ensure Forensic Services has a robust plan for GDPR compliance by 2023	The Data Migration and Governance Project is designed to ensure that Forensic Services will be compliant by 2023	31/03/2023	The short term tactical plan will be delivered by 31/03/23 to provide interim compliance while the Data Migration and Governance Project and move towards a COS solution will be the final deliverable outcome	Business leads: Alan Connell
3.2	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	The communication strategy will ensure that the discipline and functional views are in alignment with the Forensic Services Strategy	31/03/23 – 30/06/2023	2023: development of a communication strategy and launch of the plan across the organisation 2023 onwards: Restructure website and Intranet aligned to the implementation of the New Operating Model and the FS Strategy	Business leads: Kevin O'Hare
3.3	Deliver the Quality Improvement Plan	Drive further compliance with the Management system into each functional area and work with leads and front line staff to ensure processes are compliant	01/04/23 – 31/03/24	The Quality Improvement Plan will be launched and act as a live document until all actions have been completed	Business leads: Craig Donnachie
4.1	Develop and implement a strategic stakeholder engagement plan covering BAU and Change	The development of the MOU is the foundation which can be used to build collaborative working practices and a shared understanding of BAU activities and Change opportunities	31/03/2023 31/12/2023 Full plan	The launch for the MOU Engagement with all stakeholders to ensure full understanding of responsibilities	Business leads: Kevin O'Hare Joanne Tierney Alan Connell

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4.2	Develop a proactive approach to communications including developing our social media presence	We will enhance our presence and reach by developing our online presence through the launch of our website and enhancing our social media content.	31/03/23 – 30/06/2023	ASAP: Phase 1 recruitment of the communications specialist post 2023: Phase 2 creation of Forensic Services Website Regular rather than current sporadic use of FS social media account	Business leads: Kevin O’Hare Alan Connell
4.3	Develop an approach to understanding, communicating and maximising the value of Forensic Science	The communication strategy will encompass how we articulate what we contribute to Scotland and how we utilise our resources. This will be done using all forms of our proposed social media presence and communication campaigns	31/03/23 – 30/06/2023	2021: Briefing papers set out way ahead 2022: Working group on Demonstrating Value of Forensic Services launched 2023: links with academia/Home Office & stakeholders to take this work forward	Business leads: Gary Holcroft Kevin O’Hare
4.4	Develop the control and governance of Biometrics in conjunction with the new Biometrics Commissioners role	QA will provide an audit to ascertain how compliant Forensic Services are in relation to the ICO code of practice. The Biometrics Oversight Group will continue to work towards the new codes of practice	31/3/2023	The Head of Quality and Assurance will review the work of the Biometrics Oversight Group to ascertain compliance with the new codes of practice	Business leads: Craig Donnachie Joanne Tierney

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3. BUSINESS PERFORMANCE PLAN

- 3.1 The performance plan includes the KPIs that have been put in place between the Scottish Police Authority, Police Scotland and COPFS and are applicable to the performance of Forensic Services. Performance will continue to be reported on a quarterly basis to the Forensic Services Committee meeting.
- 3.2 KPI's for the remainder of this financial year have been provided to Police Scotland and COPFS for review and will be included in the MOU update to the next meeting of the FS Committee in December. Thereafter the performance framework replace these targets for the next financial year starting in April 2023.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications associated with this report for the current financial year however future performance will be impacted should the budget for Forensic Services be reduced in real terms.

5. PERSONNEL IMPLICATIONS

- 5.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

- 5.1 There are no further legal implications in 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 communities of Scotland safe and delivering our vision of scientific excellence for safer communities.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There are no community implications 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 information contained within this report.