



<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>5<sup>th</sup> May 2023</b>
<b>Location</b>	<b>Microsoft Teams</b>
<b>Title of Paper</b>	<b>Forensic Services People Update</b>
<b>Presented By</b>	<b>Vicki Morton, Forensic Services Chief Operating Officer</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this paper is to provide Members with an overview of People related activities ongoing across Forensic Services.

## 1. BACKGROUND INFORMATION

- 1.1 The Forensic Services Strategy “Delivering excellence in forensic science for a safe and resilient Scotland” was published in September 2021 with one of the 4 key strategic outcomes focusing on our people:



- 1.2 We recognise that our highly trained and qualified people are our most important asset, and we are committed to ensuring that they have readily accessible support to empower them in their roles.
- 1.3 The health, safety and wellbeing of our people is a priority and we will ensure that the appropriate resources are available to offer support and guidance.
- 1.4 We recognise that leadership skills and development opportunities are important to our people. We will ensure we have fair and clear career pathways to support mobility throughout the organisation, and create enhanced professional support resources to invest in the development of our people.
- 1.5 The Forensic Services Change Programme as well as internal governance arrangements have been key in driving this work forward since the publication of our Forensic Services Strategy in 2021.
- 1.6 An update on key aspects are included in the main body of this report.

## 2. FURTHER DETAIL ON REPORT TOPIC

### 2.1 **Governance- Forensic Services People Board**

2.1.1 Forensic Services have a well-established People Board, which aims to provide oversight and governance of all people related matters, ensuring that Forensic Services have the right number of people, who have the right skills, training and experience to deliver forensic science services. Within the last 12 months the People Board has ensured greater visibility of recruitment decision making in light of financial pressures and the ongoing organisational change activity, with significant support from SPA Finance, Risk and Assurance and Police Scotland People and Development. This collaborative approach has provided a more strategic oversight of decision making.

2.1.2 Senior Forensic Services Managers attend the People Board, with additional attendees at first line management level presenting on key people related activities within their own areas [e.g. progress of actions from staff surveys; implementation of MyCareer and the Forensic Services Core Values Framework (CVF)].

2.1.3 Three sub-groups were established in 2020/21 covering, Equality, Diversity and inclusion; Wellbeing; and Maximising Attendance.

2.1.2 The 2021-23 People Plan is discussed at the People Board with completion of key activities including:-

- Internal Leadership and Management Development Programme developed (ongoing roll out)
- Bridges Model of Transition training for all staff (personal and psychological stages of change)
- Review of current and future continuous development opportunities (CPD) across Forensic Services
- Development of People Metrics reporting
- Equality, Diversity and inclusion action plan
- Wellbeing plan

2.1.3 The 2023/24 People Plan is currently at the final development stage, and will be monitored through the People Board and higher level Forensic Services Performance Board.

### 2.2 **People Plan development**

2.2.1 The approach to the People Plan development for the coming year aims to promote a mainstreaming approach to equality, diversity, inclusion (E,D&I) and wellbeing, with a focus on “practical” activities

and “cultural change”, rather than the separate strands of ED&I and Wellbeing. The anticipated benefits of this approach will be a repositioning of ownership, accountability and positive culture change. This approach will build on the foundation of all staff feeling valued, trusted and respected members of the organisation. Monitoring of progress will be via the Performance Framework.

- 2.2.2 The People Plan delivery will be supported by the Forensic Services Strategic Workforce Plan (SWFP) which aims to ensure we have the right people with the right skill set, in the right location, at the right time and within our financial envelope. By understanding the changing priorities and future demands placed on Forensic Services, more informed decision making will ensure effective delivery of our strategic outcomes.

### **2.3 Leadership and Management Development**

- 2.3.1 A key dependency for the successful phased implementation of the new Operating Model, is the clarity of roles and responsibilities for the new management / leadership roles within Forensic Services.
- 2.3.2 The Leadership Development Programme Lead within Forensic Services has, in conjunction with stakeholders, designed a Leadership Induction and Management Development Framework which outlines a flexible programme to equip our new leaders for success. This incorporates both transactional type responsibilities (e.g. People Policies and procedures; Performance monitoring as well as organisational culture responsibilities such as equality, diversity and inclusion; high performing teams; communication and engagement, etc.).
- 2.3.3 The Police Scotland led ‘Your Leadership Matters Programme’ has, to date, been attended by 15 Senior Leaders within Forensic Services (2021 Programme and April 2023 Programme), with approximately 40 mid-level managers participating later in 2023. Further roll out to first level managers is anticipated in 2023-24. This programme complements the in-house Forensic Services leadership activities, with a focus on leadership behaviours- lead and learn inclusively; have the courage to do the right thing; collaborate for growth. There are also the additional benefits such as, partner engagement, relationship building and enhanced organisational learning.

### **2.4 Survey results and actions**

- 2.4.1 Forensic Services have participated in the Police Scotland / SPA Your Voice Matters (YVM) survey (results December 2021), the Sexism and Misogyny Survey (results April 2023), as well as other internal staff engagement and feedback opportunities. As previously mentioned actions in relation to the feedback on these surveys has been mainstreamed into the business plan to ensure activity is appropriately resourced and prioritised.
- 2.4.2 Forensic Services are members of the Police Scotland YVM Steering Group, where progress and organisational learning on the action plan is monitored and discussed. Forensic Services have driven local accountability to address staff feedback in relation to integrity and inclusion; organisational tone; wellbeing; and leadership. Team updates are also presented at the Forensic Services People Board.

## 2.5 ***Operating Model Implementation***

- 2.5.1 The new Forensic Operating Model has been designed with a focus on improving the overall environment in which we work, including providing greater management support, empowering our people, having clear career paths throughout the organisation.
- 2.5.2 Following 23/24 budget confirmation, the introduction of the key Capability Team Manager role has progressed, building on the successful introduction of this new role in Toxicology and the national Scenes Tasking Unit, with a focus on staff wellbeing and support.
- 2.5.3 In the last 12 months, we have seen over 70 posts advertised within Forensic Services with around 25 internal staff gaining a promoted post. This has demonstrated the opportunities for career progression and movement across the organisation. As these movements occur a risk based approach is essential to mitigate any impacts and ensure continuity in service and support for our people. As we further implement the new Operating Model, it is anticipated that there will be further examples to enable a more multi skilled and flexible resource model.

## 2.6 ***Health and Safety Management***

- 2.6.1 A robust health and safety management and governance system is well established within Forensic Services, with support from Police Scotland Health and Safety and reporting into the Police Scotland Health and Safety Board.

2.6.2 Site and Operational Health and Safety Committees report into the overarching Forensic Services Health and Safety Board, where invitations are also extended to trade union colleagues.

2.6.3 Integration of Post Mortem Toxicology into the health and safety management processes is well under way.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications in this report.

### **4. PERSONNEL IMPLICATIONS**

4.1 There are personnel implications in this report, as noted in section 2 above.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

### **8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

### **9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

### **10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

## **RECOMMENDATIONS**

Members are invited to note the content of this paper.