

# FORENSIC WORKFORCE STRATEGIC PLAN

2021/26



# FORENSIC WORKFORCE STRATEGIC PLAN

## 2021 - 2026

### FCN VISION

To enable justice through the most advanced and coordinated forensic capabilities

- Professional workforce which is agile and able to respond to current and future challenges

### WORKFORCE AIM

The workforce strategic plan aims to support the community to have enough of the right people, in the right places, equipped with the right skills, to meet the changing nature of forensics in the CJS



### PRINCIPLES OF THE PLAN

Do once **nationally** where it makes sense to do so

Address today's challenges while considering the **future**

Sharing of good practice and **learning lessons** from others

All themes are led by the **community**

Clarify the measurable **benefits** associated with each activity

### COMMUNITY DETERMINED AND LED THEMES

 <b>Education &amp; Training</b>	 <b>Workforce Planning</b>	 <b>Wellbeing</b>
 <b>Recruitment &amp; Retention</b>	 <b>Workforce Competence</b>	 <b>Continued Professional Development</b>

# STRATEGIC PLAN

## ROADMAP

### 2021 - 2022

- Capture community priorities
- Establish community Workforce Development & Wellbeing Forum
- As directed by the community commenced Wellbeing, Education & Training and Recruitment & Retention workstreams
- Identify leads for the 3 prioritised workstreams
- Commissioned Forensic Appendix of the 2021 National Wellbeing Survey
- Research to understand forensic wellbeing evidence base
- Developed professional profiles and career pathway for DF Roles with the CoP

### 2022 - 2023

- Development of a L4 Digital Forensics Technician Apprenticeship
- STAR Fund Bid - use of data analytics and wearables to support practitioner wellbeing project
- Forensic Wellbeing Toolkit as part of Oscar Kilo start
- Academic/Practitioner Partnership Toolkit; including work placements, career days
- Research to understand diversity in recruitment across forensic roles
- Forensic Wellbeing Festival
- Commissioned research - The health, safety & wellbeing of young staff working in DF
- Developed professional profiles and career pathway for DF Roles with the CoP

### 2023 - 2024

- Commence L7 Digital Forensic Apprenticeship
- Launch L4 Digital Forensic Apprenticeship
- Develop Recruitment good practice to achieve workforce diversity targets
- Develop practitioner mentoring and tutoring Guide
- Work with College of Policing to increase Forensic Awareness of frontline staff
- Forensic Wellbeing Toolkit as part of Oscar Kilo complete
- Undertake Pay benchmarking exercise
- STAR Fund Project - use of data analytics and wearables to support practitioner wellbeing project
- Identify & influence alternative routes to access training for physical & digital forensics
- Publish and promote the professional profiles and career pathway for DF Roles with the CoP

### 2024 - 2025

- Activity to support existing and future workforce challenges faced by the community
- Analysis of workforce skills gaps in alignment with community risks
- Understand demand profile, infrastructure redesign impact on skills requirements
- Clear career pathways for all forensic roles
- Development of a L4 Physical Forensics Apprenticeship

### 2025 - 2026

- What is our long term vision?
- What are the community challenges?

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# FOREWORD

**Our workforce is our most valuable asset. We must ensure that our people are competent, confident and reach their potential – and to do that we need to address the threats and risks affecting our workforce.**

The challenges faced by our workforce are well documented and have been highlighted in many national publications. We need to attract, develop and retain people with the skills and capabilities to address the challenges faced by the forensic community.

Our ambition is that we will have 'enough of the right people, in the right places, equipped with the right skills, to meet the changing nature of forensics in the CJS'. This Workforce Strategic Plan is based around that vision.

This plan sets out a roadmap for deliverables across six workforce themes identified by the community. These are recruitment and retention, education and training, wellbeing, workforce planning, workforce competence, and continued professional development.

It represents the coordinated efforts of many stakeholders from across the forensic community, including community leads, practitioners across a variety of roles, academics and forensic service providers working with NPCC coordinating committees, the College of Policing and the National Wellbeing Service. I am grateful to everyone involved.

**Chief Constable Nick Dean**  
NPCC Forensic Lead

**As national sponsor for the workforce capability I am delighted to present our Workforce Strategic Plan to help us to work together to address today's and future workforce challenges.**

Our successes hinge on our ability to harness the full potential of our workforce, recognising that our greatest asset lies within the talented individuals who contribute their skills, expertise, and dedication to our collective goals.

In today's dynamic and interconnected world, the needs and expectations of employees are evolving and challenging the traditional notions of work. To foster a culture of excellence and keep our teams motivated and safe, it is imperative that we proactively shape our workforce strategy to align with the changing requirements and aspirations of our employees, while ensuring that our organisation continues to achieve its strategic objectives and protect the public.

This Workforce Strategic Plan serves as a comprehensive roadmap that outlines our vision, objectives, and initiatives aimed at optimising our workforce capabilities. It is the result of an inclusive and collaborative effort, drawing on insights from employees, leaders, industry experts, and relevant stakeholders. By leveraging the diverse perspectives and experiences of our workforce, we have developed a plan that reflects our commitment to developing our team, promoting diversity and inclusion, fostering continuous learning and development, and enhancing employee engagement and wellbeing.

**Kay Hannam**  
Head of Forensic Services TVP and community lead for the FCN Workforce Capability

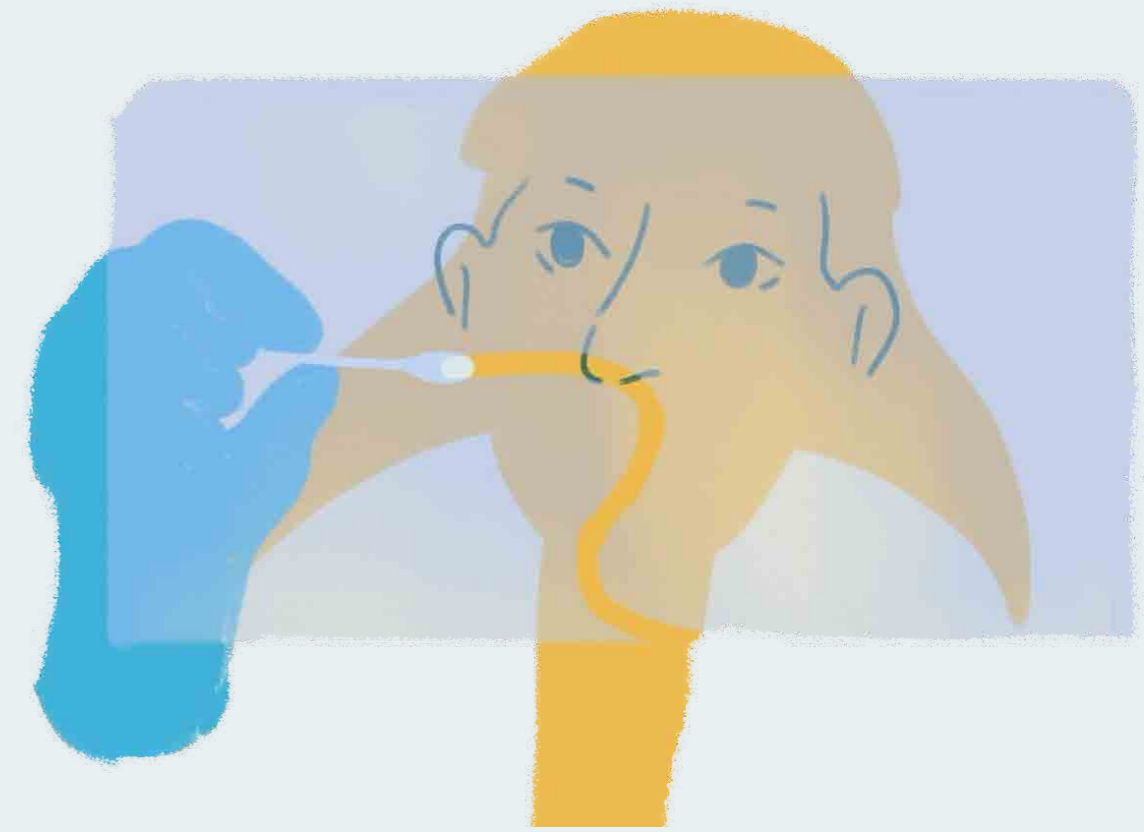
# INTRODUCTION

The FCN vision, informed by the community, is to enable justice through the most advanced and coordinated forensics.

We all acknowledge that our workforce is our most valuable asset and performance can be maximised if we operate a coordinated forensic service environment. However, if together, we do not act to address the workforce risks and issues that the community has identified, we will not be able to ensure that our people reach their full potential, are continually developed and competent in role.

People, skills, and knowledge underpin the delivery of all forensic capabilities.

This will help us all to respond to the challenges we face and enable us to deliver a responsive workforce that has the agility and flexibility to meet current and future demands of police forensics. In doing so, we can build a workforce who can enable justice through the most advanced and coordinated forensics.



## PURPOSE

The aim of this document, is to present the FCN Workforce Strategic Plan (WFSP).

It incorporates the overall vision for our forensic science workforce, and the community agreed priorities, including the goals and objectives identified as crucial for each of these areas. It describes the why, what, who, how and when of each of aspect of the plan.

The NPCC Forensic Portfolio Lead, Workforce Forum, and the Forensic Community Reference Group (FRCG) have been engaged and informed in the development of this document,

### Key considerations made when developing the workforce strategic plan:

- Ensuring that policing has the right people, with the right skills, in the right place, to meet the changing nature of forensics in the CJS.
- Understanding existing and future workforce challenges and risk, creating a responsive and resilient workforce, improving operational services, and maintaining public confidence and the trust of the Criminal Justice System (CJS).
- Seeking to support the professionalisation journey, enhancing the integrity of our forensic community.
- Identification of local good practice, and recognition of the benefits of capturing and sharing learning and the achievements of the forensic community.
- To work in collaboration with policing and the wider community, to support Horizon scanning for emerging threats, risks and opportunities that could impact our workforce priorities.

### 3. WHY DO WE NEED A WORKFORCE STRATEGIC PLAN?

Throughout the Forensic Community, the benefits of professionalising our forensic workforce, where continuous learning and practitioner wellbeing are embedded within our culture, are well known.



To deliver and maintain a national forensic capability there needs to be a clear understanding of:

**How** policing attracts and retain the best talent.

**Why** people exit the service.

**What** motivates them to stay.

**What** skills they will need in the future.



To enable development of an effective workforce plan, we recognise there is a need to analyse current and future demand for people and skills, translating this knowledge into a set of actionable activity that will develop and build on the existing workforce to meet that demand. The unremitting workload coupled with the nature of crimes colleagues are witness to, applies increasing impact on the wellbeing of ourselves and that of our teams.

The challenges to the forensic community from the current world economic state, the pressures on government spending, the increasing demand for digital data, the continually evolving technologies across the sector and the introduction of regulation have and will continue to place increasing pressures on our workforce.

Our key objective is to work with the forensic community to implement recommendations from national publications (section 3.1), identify current and future workforce challenges (section 3.2), and direct activity where the complexity of the problem is a barrier for any one police force to achieve alone and which, therefore, requires a coordinated approach.

### 3.1 DRIVERS

There are a number of published documents, which are drivers for addressing the workforce challenges faced particularly, that of forensic staff.

- Workforce was one of the 5 areas of focus in the **NPCC Digital Forensic Strategy 2020**. This strategy sets out a number of recommendations and activities which need to be undertaken which include recruitment, retention, training, workforce planning, a clear career pathway, national skills audit, and continued professional development. It also highlights the importance of collaborative governance and a national competency framework.
- The **National Police Wellbeing Service most recent survey (2021)** conducted by Durham University highlighted Forensic staff as being part of the group demonstrating some of the lowest scores for wellbeing across policing. Similar findings were observed in previous surveys 2019 and 2020.
- Publication of the first **Strategic Assessment of the Workforce (2022)** prepared by the Workforce Coordination Committee, led by CC Pam Kelly. In this report the workforce challenges of digital forensic roles were identified as critical to meet the needs of policing challenges now and in the future.
- The **Science & Technology strategy (2022)** focuses on the skills and career pathway of the workforce. The strategy will encourage collaboration between policing and government organisations, academic researchers, institutions, and companies in industry to understand and address the present and future challenges for the forensic workforce.
- The **Police Race Action Plan (2022)** jointly developed by the College of Policing and the National Police Chiefs Council plans to create an anti-racist culture, values, and behaviour within policing. One of the key commitments is the development of a representative workforce, with the elimination of discrimination from recruitment processes and practices and improving the retention and progression of black people within policing.
- The **Forensic Science Regulator Codes of Practice** requires that all persons undertaking forensic work have sufficient training, qualifications, and experience, are deemed competent, and this competence is maintained and monitored. The Code also includes the inclusion of continuing professional development to maintain ongoing competency.

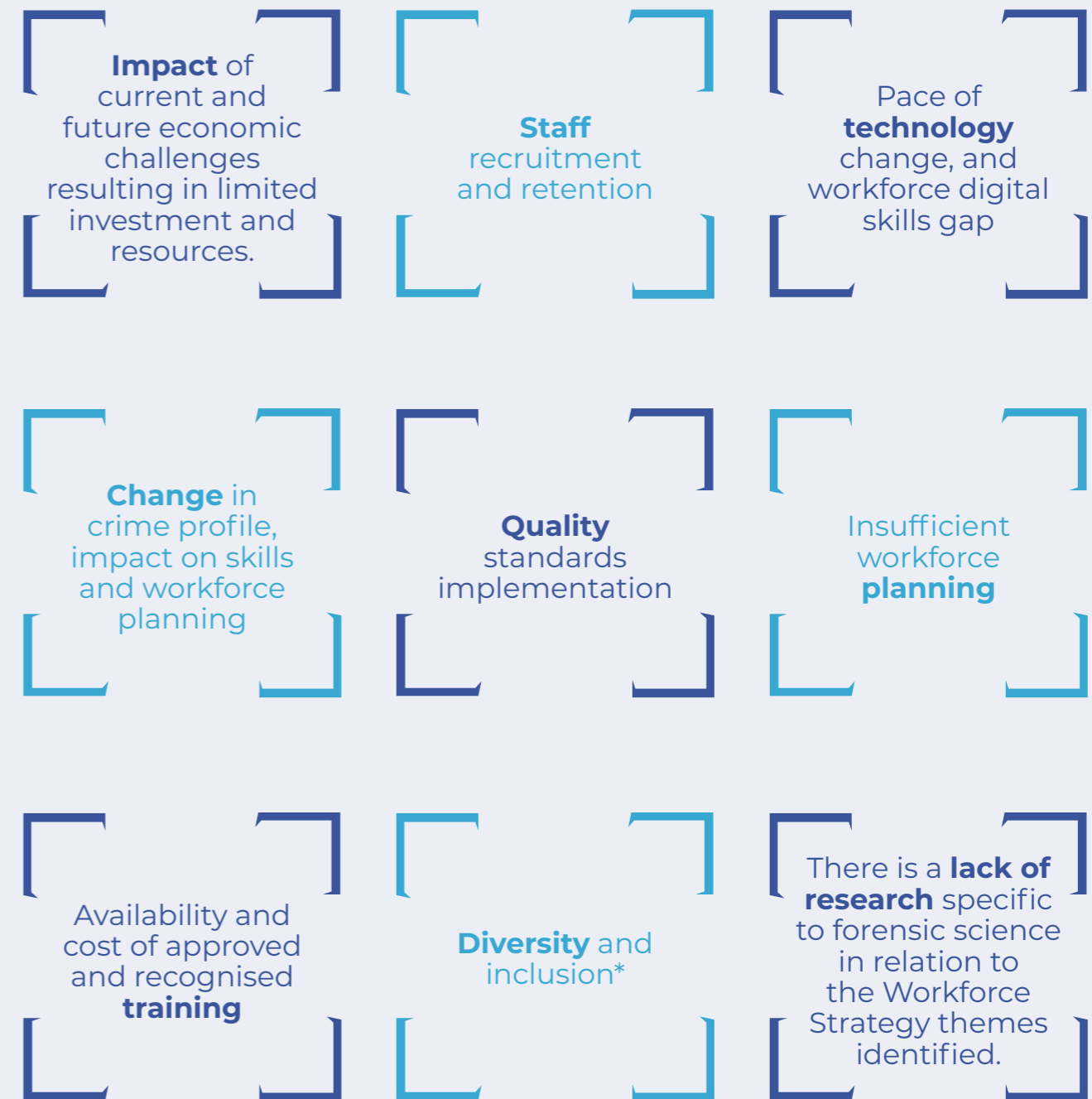
**The following documents also include further drivers for workforce strategy:**

- Policing Vision 2025
- APCC Developing our workforce
- NPCC Home Office Joint Review of forensics 2018 and implementation plan
- College of Policing’s Future Operating Environment 2040
- Home Office Forensic Science Strategy 2016
- House of Lords Science and Technology Select Committee 2017-19 ‘Forensic Science and the Criminal Justice System: a blueprint for change

Section 7 describes how the activities of the workforce strategic plan will help to address the challenges highlighted in these published documents.

### 3.2 IDENTIFIED WORKFORCE CHALLENGES

Our Forensic leaders have identified that significant workforce challenges exist to current and future practise including (but not exclusive to):



\*Our Black, Asian and ethnic minority representation is 6.7% across Investigative Support with 4.6% for fingerprints, and 5.5% for SOCO, compared with 8.1% in policing in general. (Police workforce, England and Wales: 31 March 2022 - GOV.UK (www.gov.uk)).

## 4. WHAT IS THE FORENSIC WORKFORCE STRATEGIC PLAN?

The FCN Business Plan sets out a direction, so that together, we can respond to the challenges faced by our network of forensic practitioners, enabled through incorporation of forensic standards into technology, people, and processes by default.

By considering the needs of forensics as a priority, we will be able to exploit R&D opportunities, learning from other industry sectors. We can do this by/ through innovatively embedding an agile, collaborative, quality culture, which will preserve the integrity of forensic evidence from crime scene to court.

Developing and delivering a workforce able to respond to policing needs is key. Through the WFSP, we intend to provide support to the forensic community to identify and address current and future workforce challenges.

The provision of coordinated activity will enable forces to address these challenges, where the complexity of the problem is a barrier for any one police force to achieve alone and requires a national approach.

Moving forward this will be further informed by the NPCC Forensic Strategic Threat and Risk Assessment (FORSTRA).

On behalf of our community we will communicate, collaborate, and coordinate with partners from Academia and Industry, to help address the workforce priorities, setting out an agreed road map for deliverables, and adopt project management rigor. Each activity undertaken will be directed and led by a community leader.

The themes and priorities of the WFSP have been co-designed with our network and consist of six themes; Wellbeing, Education & Training, Recruitment & Retention, Workforce Competence, Workforce Planning and Continuous Learning.



### 4.1 STATEMENT OF INTENT FOR EACH WORKSTREAMS OF THE STRATEGIC PLAN

The Workforce Strategic Plan 6 themes each have a statement of intent devised by the Community Workforce Forum.



#### Recruitment & Retention

We aim to create and promote attractive forensic professions, within police with shared values, undertaking meaningful work, with great management and the opportunity to grow up and laterally.

We must attract, develop and retain a resilient forensic workforce that can meet the needs of both today and tomorrow and is representative of our community. We will develop a clear picture of our specialist skillset, develop early career mentoring, and create a compelling professional development and career pathway for our forensic science staff.

The aim is to make a forensic science career in policing more attractive than other industries where these skills are also in demand and to set clear expectations for those interested in the professions.



#### Wellbeing

We recognise that our Forensic Workforce can be exposed to regular and in some areas, sustained, trauma throughout their careers. Whilst, the police wellbeing agenda is well established, it is acknowledged that there are areas of deficiencies across the forensic workforce.

Through this work we will seek to understand the specific challenges faced by our forensic practitioners and ensure that they have access to the support, resources and tools required to secure their long-term health and wellbeing.

We will proactively encourage and grow a positive culture across the community, socialising wellbeing as a subject and encourage everyone to understand and take personal responsibility for securing and enhancing their own wellbeing. We want to equip line managers to support the wellbeing needs of their teams. We aim to create an inclusive environment that enables everyone to flourish and feel that they belong





### Education & Training

We aim to provide agreed educational and training routes for the forensic workforce and throughout their continued forensic careers.

We acknowledge the challenges in ensuring the quality of learning provision and we want to embed agreed standards of education and training, including transferable and usable skills for the workplace, thus providing members with the assurance that the learning meets the requirements of the criminal justice system.

This avoids duplication (including cost savings) of effort by forces in evaluating degree curriculum and training suppliers, offers flexible entry routes in the forensic roles, which will include the exploration of apprenticeships, and offers training choices to member organisations and practitioners knowing it is fit for purpose and quality assured.



### Workforce Planning

Workforce planning for the forensic community will be a process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions to support organisations accomplish its goals, and meet the accreditation requirements.

Our aim is to have the right number of people, with the right skills coming out of the educational routes, ready for employment in the right place at the right time. We will provide intelligence and tools to organisations to support them to achieve this.



### Continued Professional Development

We aim to create a continuous learning culture which will enable practitioners to take responsibility for their own learning and make it a part of their day-to-day work. It will bring the organisation goals central to the learning goals of the team.

We will encourage practitioners to know and manage their developmental areas and competencies. We will seek to encourage practitioners to engage in research & development and support them build the skills for emerging capabilities and we will commit to sharing the lessons learnt.

We recognise that CPD is broader than forensics and commit to supporting force CPD offerings with forensic specific learning where appropriate and to align with create once for the benefit of many approach.



### Workforce Competence

Our goal is to have a capable, competent, skilled and confident workforce. Our framework will provide an effective way to assess, maintain and monitor the competency of forensic practitioners that is embedded in our quality management systems.

We will encourage a standardised and blended approach to measuring competence that balances force needs with UKAS expectations. Our long-term goal is to support workforce skills by providing the means for continual professional development, testing and recording of workforce competencies.

We aim to understand the competence requirement for infrequently used processes and consider a national capacity resilience to this.

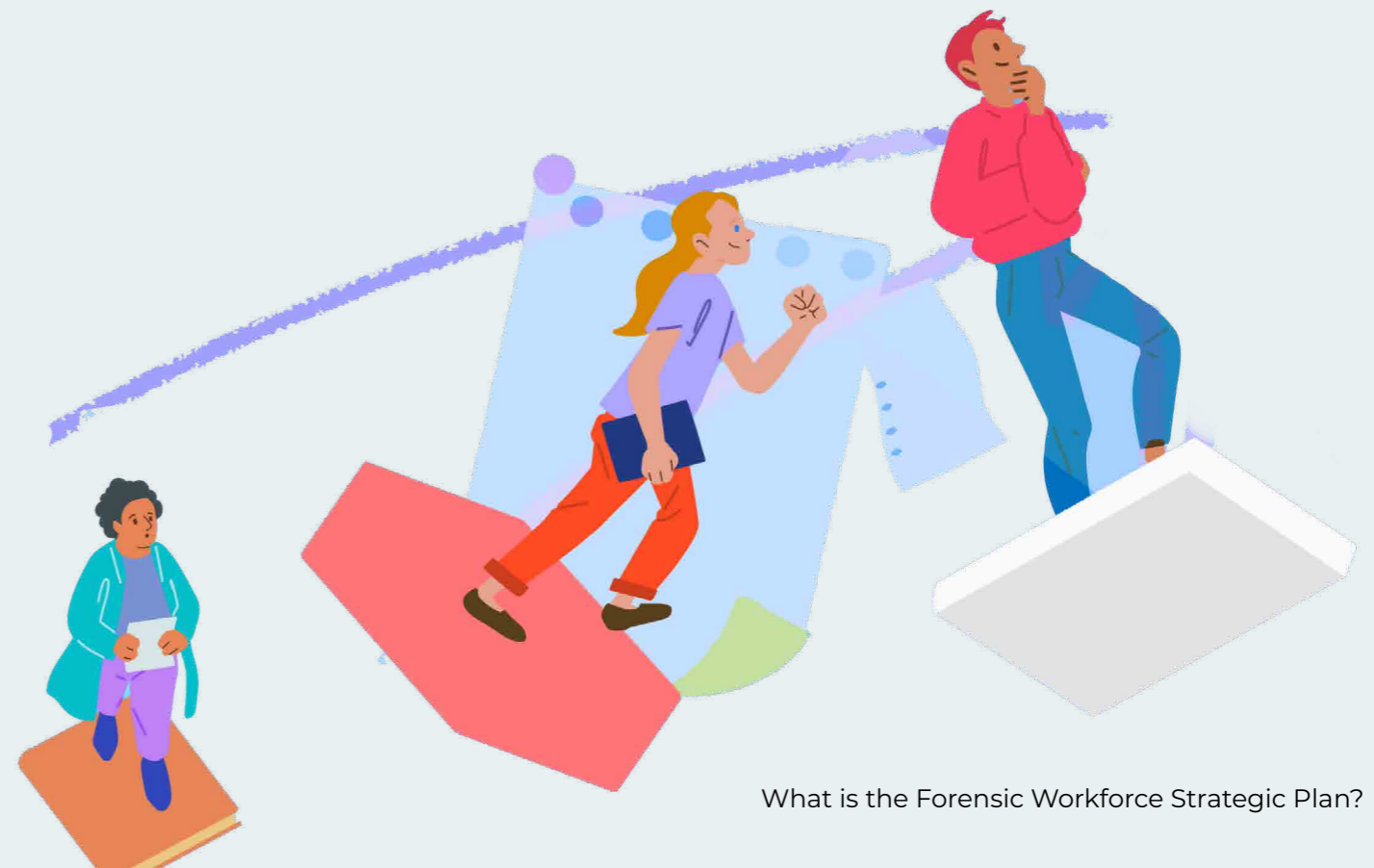
The overall philosophy is **“Doing it once for the benefit of many”**, to standardise approaches, to support casework, technology and quality assure processes. To achieve this, we have a series of guiding principles agreed by the community leads.

## PRINCIPLES OF THE WORKFORCE STRATEGIC PLAN

- All workstreams are led by, and for, the **community**, facilitated by the FCN.
- Do **once** nationally where it makes sense to do so.
- Need to address today's **challenges** while considering the future.
- Sharing of **good practice** and learning lessons from others.
- Clarify what **measurable benefits** are attached to activity.
- We need to **communicate, coordinate, and collaborate** with the appropriate organisations at the right level, in order to influence, invest, and implement an effective workforce strategy.

We aim to work with the community to identify good practice for the benefit of everyone. This includes ensuring that there is no overlap or duplicate effort with the work of the NPCC WCC, College of Policing, or any other national body. It ensures our community has a voice and can mobilise activity of other organisations for the benefit of our forensic community.

In developing the strategic plan, we have worked closely with forensic leaders, members of academia, the College of Policing and other interested parties, and identified that the key issues included the physical and emotional challenges of forensic roles, the challenges of recruitment and retention in relation to diversity, career expectations of different generations, and the changing nature of forensic science.



# 5. HOW WILL WE DELIVER THE WORKFORCE STRATEGIC PLAN

The Workforce Strategic Plan has a community lead to support the delivery, Kay Hannam. The Workforce Forum will include membership from across the sector including police forces, academia, service providers, and other interested parties and stakeholders.

The Workforce Forum identified the three strategic priority themes that should be addressed first, agreeing the goals, and identifying the early priorities for these.

We will deliver these priorities through the creation of community projects groups lead by the theme leads, supported by the FCN.

The following members of the forensic community lead these three themes:

 <p><b>Education &amp; Recruitment</b></p> <p>led by <b>Tim Lee</b> Staffordshire Police</p>	 <p><b>Recruitment &amp; Retention</b></p> <p>led by <b>Nicola Mannion</b> EMSOU-FS</p>	 <p><b>Wellbeing</b></p> <p>led by <b>Kay Hannam</b> Thames Valley Police</p>
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The Workforce Strategic Plan is a live document, which will remain responsive to changing priorities from the forensic community and directed through the Workforce forum and the Forensic Community Reference Group (FCRG).

## 5.1 CURRENT PRIORITIES AGREED FOR EACH THEME

The initial priorities for each theme were decided and agreed upon by the Workforce Development and Workforce Forum and the forensic workstream leads and are summarised below;

### Education and Training identified priorities;

- Development of a **Digital Forensic Apprenticeship**.
- Development of academic practitioner partnership **good practice toolkit**, including structured university degree work placements.
- **Mentoring and tutoring** skills of the team to support emerging apprenticeships and university placement students.

### Recruitment and Retention identified priorities;

- Review **recruitment practices** with the aim to increase staff diversity and resilience.
- **Promotion** of the profession and provide realistic expectations to those interested.
- Develop the mentoring and tutoring skills of the team to **support new starters**.

### Wellbeing identified priorities;

- Explore methods to understand the **current wellbeing status** and issues within our forensic community.
- Map existing **wellbeing support** and force good practice.
- Engage academia to explore the forensic **wellbeing needs**.

## 5.2 DECISION MAKING AND PRIORITISATION

The governance route for the forensic workforce strategic plan is through the NPCC Forensic Portfolio board.

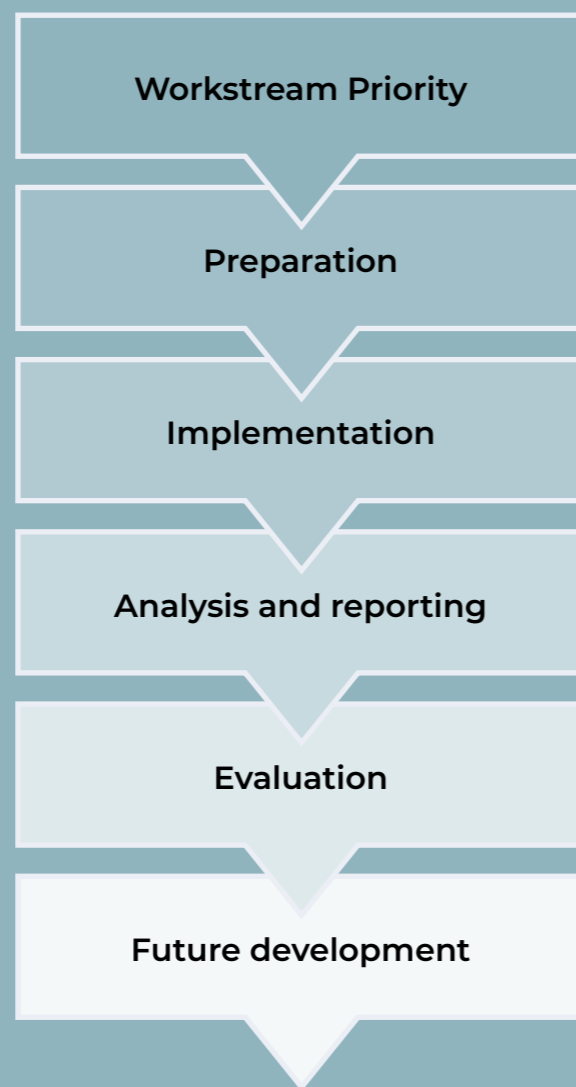
We encourage participation nationally, and across forensic disciplines and ranks, academia, forensic service providers and other interested parties such as the College of Policing, DSTL, NCA and other non-governmental organisations.

# 6. MONITORING AND EVALUATING THE IMPACT OF OUR ACTIVITIES

We will review and measure progress against the agreed within year objectives and adopt a reporting regime, initially into to the Workforce forum but also to the wider Community, including FCRG and the NPCC Forensic Portfolio Board.

In doing so we will ensure we are accountable for the work being undertaken and that the objectives and activities remain focused on community needs, both now and future.

We will measure our progress for each of the deliverables against the priorities of the relevant themes which have and will continue to be agreed by the forensic community, through the Workforce forum.



Each themes has and will continue to identify the activities necessary to address the priorities and how this will be achieved, underpinned by central coordination and support from the FCN to ensure momentum of the work.

These themes, consist of members of the community from policing, academic, forensic service providers and others. In addition, we will need to embed a process of 'Evaluation' which will need to consider:

- Did it work?
- How and why, it worked?
- Did we fail to meet our objectives?
- If so, why?
- What should we have done differently?

This process will include long and short-term metrics, so that an evidence base can be developed which will inform future work or investment, for example the analysis of data in relation to

- Workforce wellbeing
- Recruitment and retention
- Diversity
- Development of rewarding career pathways
- Routes into the 'profession'
- Partnership working

Where possible baseline data may be collected prior to and post an intervention, to effectively measure impact including the use of the College of Policing Evaluation toolkit. This will inform future business plans and influence future investment.



# 7. HOW THE WORKFORCE STRATEGIC PLAN ADDRESSES THE CHALLENGES DESCRIBED

Documented workforce challenge and recommendations	What activity of the Workforce Strategic Plan is working to address these challenges
<b>Digital Forensic Science Strategy (2020)</b>	
Develop national role profiles for core DF roles	Commissioned the College of Policing and worked with the community to develop professional profiles and career pathways for DF roles
Develop new routes into DF science careers	Development of Level 4 digital forensic technician apprenticeship
Develop a training framework to map existing available training courses	Development of digital forensic career pathways and the first national digital forensic profession curriculum with the College of Policing
Establish continuous professional development requirements for core DF Roles	Development of Level 7 digital forensic technician apprenticeship designed to support the professional development of existing practitioners
Prepare a workforce planning strategy	Workstream activity to be commenced Q1 2023/4. Community statement of intent agreed for workstream
Develop a workforce recruitment and retention plan	Recruitment & Retention Workstream and priorities have commenced

Documented workforce challenge and recommendations	What activity of the Workforce Strategic Plan is working to address these challenges
<b>NPCC WCCC Strategic Assessment of the Workforce (2022)</b>	
An approach is needed to focus and close skills gaps. Retention in these roles also needs an agile and speedy response to ensure the skills gap remains closed. The five specialist workforce skills (including digital forensics) should be prioritised as they will provide a positive impact on delivering against current and future policing demands	Development of Level 4 digital forensic technician apprenticeship
	Development of digital forensic career pathways and the first national digital forensic profession curriculum with the College of Policing
Build trust and legitimacy in our communities and within our workforce through representation. A clear workforce analysis and plan will support this recommendation at a local and national level	Development of Level 7 digital forensic technician apprenticeship designed to support the professional development of existing practitioners
	Report on the diversity of police workforce and student representation identifying the barriers and challenges in recruitment for diversity.
The DF workforce can be exposed regularly to traumatic cases, with a notable volume of work undertaken on child sexual exploitation cases. Whilst, the police wellbeing agenda is well established, it is acknowledged that this focuses primarily on frontline officers, that there can be limited support provided to DFUs and there is a need to extend existing supporting frameworks to DF	Mentoring and tutoring skills of the team to support emerging apprenticeships and university placement students
	Successful organisation and completion of weeklong Wellbeing festival designed to offer practical sessions for the attendees and signpost and encourage the accessing of national resources available through Oscar Kilo
	Wellbeing STAR Project – Use of Data Analytics and wearables to support practitioner wellbeing
Workforce planning – a more strategic approach to police workforce planning is required	Mapped existing wellbeing support and force good practice, production of a forensic Wellbeing toolkit in line with the National Investigators toolkit
	Workstream activity to be commenced Q1 2023/4

Documented workforce challenge and recommendations	What activity of the Workforce Strategic Plan is working to address these challenges
<b>National Police Wellbeing Service most recent survey (2021)</b>	
Forensic services reported higher frequencies of challenge stressors and hindrance stressors (this reflects an individual's perception of work-related demands i.e. workload time pressures, bureaucratic barriers, poorly designed work process)	Successful organisation and completion of weeklong Wellbeing festival designed to offer practical sessions for the attendees and signpost and encourage the accessing of national resources available through Oscar Kilo
Forensic services are generally one of the lower scoring groups for wellbeing measures such as emotional energy and fatigue	Wellbeing STAR Project – Use of Data Analytics and wearables to support practitioner wellbeing
	Mapped existing wellbeing support and force good practice, production of a forensic Wellbeing toolkit in line with the Investigators toolkit
The majority of measures were found to decline across length of service, measures seem to drop in particular between the 1-2 years and 3-5 years of service groupings (e.g., fatigue, disturbed sleep, hindrance stressors).	Commissioned research paper- The health, safety & wellbeing of young staff working in DF
	Develop the mentoring and tutoring skills of the team to support new starters
Measures around relatedness, need satisfaction and sense of feeling valued, appear to drop in particular between the less than 1 year and the 1-2 year groupings	Commissioned research paper- The health, safety & wellbeing of young staff working in DF
	Develop the mentoring and tutoring skills of the team to support new starters

Documented workforce challenge and recommendations	What activity of the Workforce Strategic Plan is working to address these challenges
<b>Science &amp; Technology strategy</b>	
We will introduce a national police science profession to give coherence, voice, and support to the scientific workforce and the communities that exist.	Development of digital forensic career pathways and the first national digital forensic profession curriculum with the College of Policing
	Development of a range of national apprenticeship standards in the profession across DF and physical forensic roles
We will continue to seek partnership opportunities with academia and industry both locally	Development of academic practitioner partnership good practice toolkit, including structured university degree work placements
We will identify the S&T skill needs of policing now and in the future, and act to best position policing as an attractive employer.	Promotion of the profession and provide realistic expectations to those interested through; Live brief template created and shared, Draft agenda for university career days to promote the profession and improve diversity
<b>The Police Race Action Plan (2022)</b>	
Black people and communities are properly represented within policing, with an internal culture that promotes inclusivity and supports their development and progression.	Report on the diversity of police workforce and student representation identifying the barriers and challenges in recruitment for diversity.
	Mentoring and tutoring skills of the team to support emerging apprenticeships and university placement students
<b>The Forensic Science Regulator Codes of Practice</b>	
Requires that all persons undertaking forensic work have sufficient training, qualifications, and experience, are deemed competent, and this competence is maintained and monitored	Development of digital forensic career pathways and the first national digital forensic profession curriculum with the College of Policing
	Development of a range of national apprenticeship standards in the profession across DF and physical forensic roles
The Code also includes the inclusion of continuing professional development to maintain ongoing competency.	Development of Level 7 digital forensic technician apprenticeship designed to support the professional development of existing practitioners
	Workstream activity to be commenced Q1 2023/4. Community statement of intent agreed for both workstreams

# REFERENCES

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Digital Forensic  
Science Strategy 2020



National Wellbeing  
Survey 2020



Policing Vision



Developing our Workforce



Joint review of forensics  
and implementation plan



Policing2040



Forensic science strategy



Forensic science and the  
criminal justice system



The Policing  
Evaluation Toolkit



# ABBREVIATIONS

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## APCC

Association of Police and  
Crime Commissioners

## CJS

Criminal Justice System

## CoP

College of Policing

## DF

Digital Forensic

## FCN

Forensic Capability Network

## FCRG

Forensic Community Reference Group

## FSR

Forensic Science Regulator

## NPCC

National Police Chiefs Council

## NPCC WFCC

National Police Chiefs Council  
Workforce Coordination committee



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