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| Meeting | Forensic Services Committee – Public Session |
| Date | 25th April 2022 |
| Location | MS Teams |
| Title of Paper | Forensic Services Change Programme Update |
| Presented By | Vicki Morton |
| Recommendation to Members | For information |
| Appendix Attached | No |

PURPOSE

To update members on progress on:

- The Forensic Services Change Programme

1. BACKGROUND

- 1.1.** The Forensic Services 2026 Strategy was approved by the SPA Board in May 2018 and in 2021, the strategy “Delivering excellence in forensic science for a safe and resilient Scotland” was refreshed and approved (September 2021). The approval of the Strategy gave the authority to continue the programme of change activity in addition to providing alignment and direction for the business as usual plans which include the continuous improvement activity.
- 1.2.** Our Strategy sets the vision, strategic objectives and outcomes of Forensic Services and the ongoing Change Programme is pivotal. The Change Programme consists of a new Operating Model Project; Access to Laboratory Services Project; Deployment of Scene Examination Project; and Core Operating System / Data Migration Projects as reported previously to the Forensic Services Committee. These are designed to deliver a strategic improvement in the delivery of services by our organisation to our partners and communities, as well as setting out the organisational developments required to enable the effective delivery of the overall strategy.
- 1.3.** As of 1st April 2022 Project Weaver (the transition of Post Mortem Toxicology from the University of Glasgow to Forensic Services) has moved under the Forensic Services Change Programme governance and will no longer be under joint governance with Police Scotland. Continued collaboration with our Criminal Justice Partners, Scottish Government and the University of Glasgow are of course essential to successful transition of services.
- 1.4.** As a result of the refreshed strategy, Forensic Services will now move away from the term Forensic Services 2026, to Change Programme.
- 1.5.** This paper sets out the Change Programme of work which has been undertaken and which is under way to aide in the delivery of the Forensic Strategy.

2. Launch of Forensic Services Strategy

- 2.1.** A plan for the launch of the Forensic Strategy has been developed which considers internal and external stakeholders. Internally, the official launch will take place at the Forensic Services Leadership Day planned for the end of April, and this will set the direction and organisational priorities for 2022/23.
- 2.2.** The aim is to engage with all external partners who participated in the creation of the Strategy, with the aim to promote how Forensic Services supports the criminal justice sector and public confidence. This is planned for summer 2022, along with the launch of the refreshed SPA Forensic Services internet site.

3. Professional Development

- 3.1.** The established Management Development Programme continues to be delivered to managers within Forensic Services, and is now being offered to members of staff who wish to progress towards their first management role. This programme outlines key expectations of managers on topics such as leading change, building high performing teams, giving feedback, coaching skills and priority management.
- 3.2.** Since the last Forensic Services Committee external partner Taylor Clarke Consultancy Limited has delivered one to one coaching support for the senior management team, facilitated management workshops on leading cultural change and provided support for the Forensic Services Change Agent Network.

4. Value of Forensic Science

- 4.1.** A key objective for the 2022/23 Business Plan is to develop an approach to understanding, communicating and maximising the value of forensic science, with this work being underpinned by the tripartite Memorandum of Understanding. The Leverhulme Institute at the University of Dundee are keen to be involved in this activity and this is being planned in line with the Research, Development and Innovation Manager recruitment, pending the end of the consultation process for the new Operating Model.

5. Continuous Improvement

- 5.1.** The Forensic Services Change and Innovation Board and ICT Board are now well established, and key activities set out for 2021/22 have been delivered including the national roll out of the new time recording system; standardised Scene Examination reports; and improvements in the software and processes to request, assess and deploy staff to scenes of incident.

6. FURTHER DETAIL ON THE REPORT TOPIC

6.1. Change Programme Resourcing

6.1.1. The Programme resourcing has become healthier over the past 6 months with a significant number of new starts. There are currently 14 Police Scotland Change Specialists identified with 12 in post, with recruitment of the further 2 posts ongoing.

6.1.2. The number of new starts over a short period within the Change Programme has been a challenge. However, all are coming up to speed with their individual responsibilities and expected deliveries. Each member of the Change Team has been allocated to specific projects, however some flexibility has been built in to allow for reactivity to demand and high priority work. A number of Business Change Analysts have been additionally allocated to support the Operating Model counter proposal process.

6.2. Change Programme Update

6.2.1. The staff consultation on the organisational change proposals of the Operating Model, Access to Laboratory and Deployment of Scene Examination projects commenced in October 2021 following approval at the Joint Negotiating Consultative Committee (JNCC). Group Consultation sessions were held in November, with Individual Consultations from December to January 2022. Counter-proposals are also being encouraged from our people and these are being evaluated against set criteria and the outcome fed-back to staff.

6.2.2. It is recognised that this is an unsettling time for many of our people and support from the Senior Management Team, Managers, Change Agent Network and Police Scotland People and Development has been a focus during this time with access to external support providers also available. Ongoing dialogue with Trade Unions throughout the Programme, and particularly the Operating Model Project has continued.

6.2.3. The overarching programme is currently reporting an Amber RAG status.

6.2.4. This is due to a number of factors including the Core Operating System, and Data Migration and Governance projects being on hold, with no Project Managers currently assigned. Additionally, the Operating Model Project has extended its' Counter Proposal process timeline beyond the expected completion date, due to the number of counter proposals received and the detailed work required to review them by the project and business.

6.2.5. Following Consultation and evaluation of counter proposals the final proposal will be presented to FS Committee, SPA Board and JNCC.

7. Project Updates

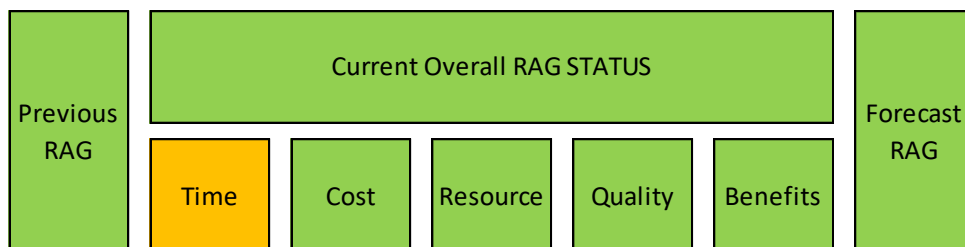
7.1. Operating Model

7.1.1. Project Description

7.1.1.1. Create a smarter, faster, more effective service that further increases the value Forensic Services can bring to our partners:

- Redesigned operational delivery model, structured around key capabilities, not scientific disciplines
- Organisational restructure and roles redesigned to maximise the benefits of a new operational delivery model and provide improved levels of support and opportunities for staff
- Introduction of new senior operational scientific roles providing increased levels of Forensic Service response and technical expertise across all serious, major or complex cases
- Introduction of new Research, Development & Innovation, Training & Development, and Operations Support roles
- Introduction of a new operational management structure providing an over-arching, dedicated, single point of contact, divisional Crime Scene to Court service
- Centralised delivery of acquisitive crime response from Dundee and SCC and a strengthened local serious crime response
- A strengthened local serious crime response as a result of centralised delivery of acquisitive crime response
- Access to laboratory services 7-days a week

7.1.2. Current RAG Status



7.1.3. Summary of Progress since last Forensic Services Committee

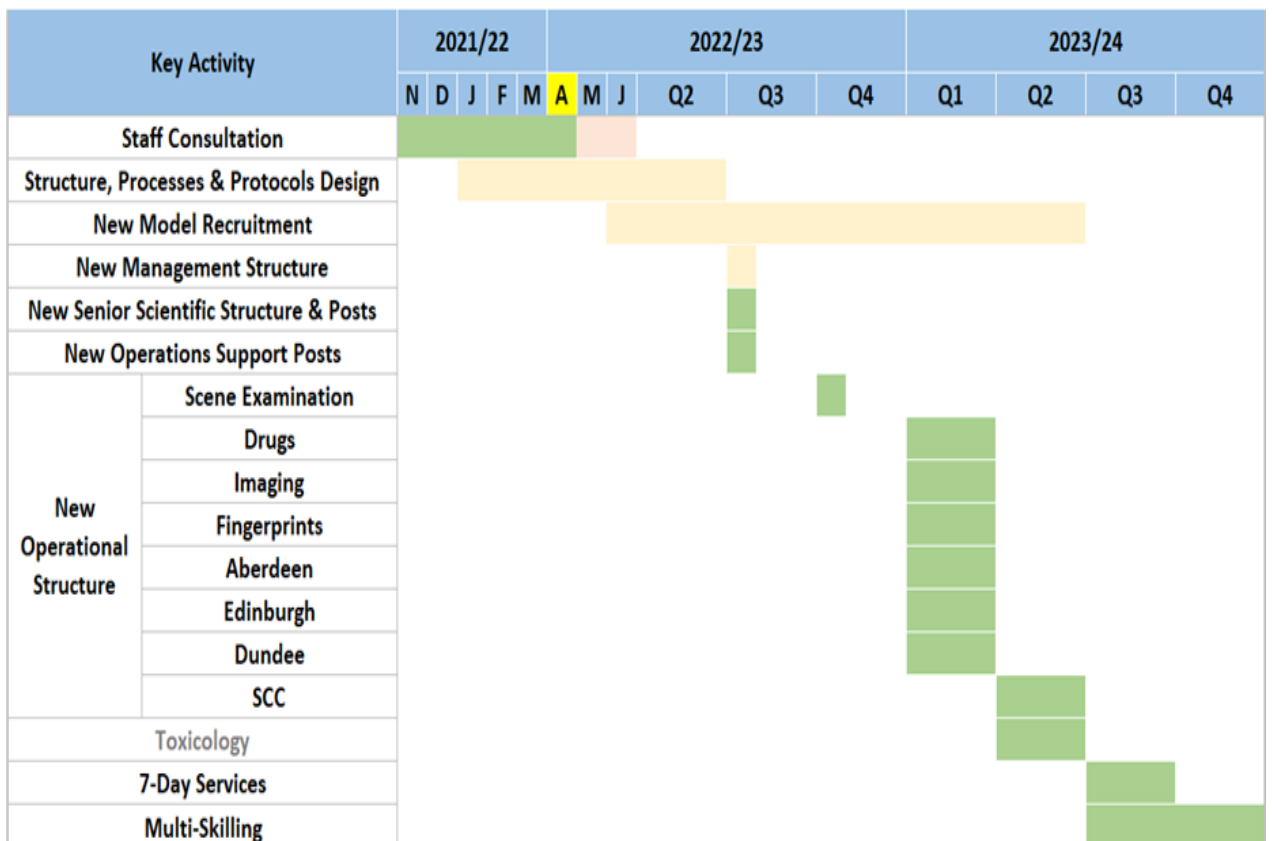
7.1.3.1. Consultation

- Individual consultation where preferences form submissions are not required have been completed
- Initial evaluation of preference form submissions has been completed
- Counter proposal activity requires completion before follow-up consultation meetings can be concluded
- Conclusion of consultation activity and report to JNCC now scheduled for June 2022.

7.1.3.2. Implementation

- Delays during the consultation process may impact implementation timelines
- Detailed planning underway

7.1.4. Project Plan



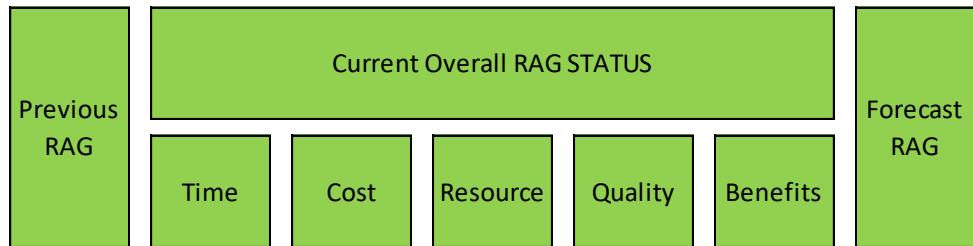
7.2. Deployment of Scene Examination

7.2.1. Project Description

7.2.1.1. The high-level objectives of this project are to develop and implement:

- A National, evidence based protocol to assess and prioritise requests for scene attendance
- A National evidence based decision process to deploy Scene Examiners to prioritised scene attendance requests
- The above supported by a National Scene Tasking Unit

7.2.2. Current RAG Status



7.2.3. Summary of Progress since last Forensic Services Committee

7.2.3.1. The following work has been completed:

- Software changes (Evidence Management System) delivered and funded through the 21/22 Capital budget.
- Software Go-Live scheduled October 2022.
- Scene Tasking Unit KPIs under discussion
- Training Material under development

7.2.4. Project Plan

| Key Activity | 2021/22 | 2022/23 | | | | 2023/24 | | | |
|--------------------------------|----------|---------|--------|----|--------|---------|----|--------|--------|
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Software (EMS) improvements | Complete | | | | | | | | |
| Software testing | | | Yellow | | | | | | |
| Scene Tasking Unit Recruitment | | | Yellow | | Yellow | Yellow | | | |
| Training | | | | | Yellow | | | | |
| National processes approved | | | | | | | | | |
| Go-live | | | | | | | | Apr-23 | |
| Post implementation review | | | | | | | | | Yellow |

7.3. Access to Laboratory Services

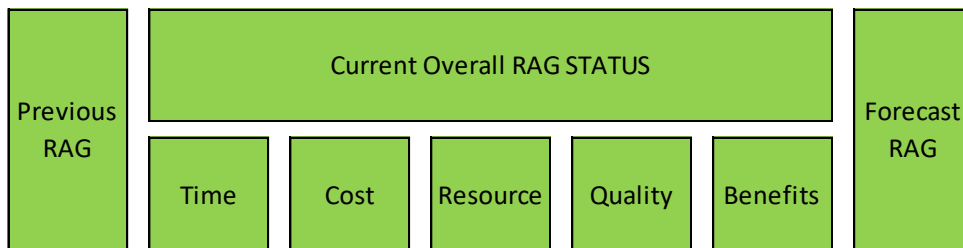
7.3.1. Project Description

7.3.1.1. The project aims to revise the process where requests for forensic analysis are made into Forensic Services to ensure alignment with business process and that scientific staff have the necessary information required to provide independent forensic strategies in support of the investigative and evidential processes within Police Scotland, COPFS and PIRC

7.3.1.2. Outline of the Project

- To develop a revised streamlined submission process for requests for forensic analysis which removes downstream inefficiency underpinned by a fit for purpose Forensic Request Form
- To ensure that scientific staff have all the information they require, at the right time, in an accessible format at each stage of the forensic process e.g. to make routing decisions and set internal forensic strategies

7.3.2. Current RAG Status



7.3.3. Summary of Progress since last Forensic Services Committee

- New Project Manager on-boarded
- New Business Change Analyst on-boarded
- Test and Learn readiness

7.3.4. Project Plan

| Key Activity | 2021/22 | 2022/23 | | | | 2023/24 | | | |
|-------------------------------|----------|---------|----|----|----|---------|----|--------|----|
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Test and Learn readiness | Complete | | | | | | | | |
| Test and Learn exercise | | | | | | | | | |
| Test and Learn full review | | | | | | | | | |
| Document and Process approval | | | | | | | | | |
| Go-live | | | | | | | | Apr-23 | |
| Post implementation review | | | | | | | | | |

7.4. Data Migration and Governance

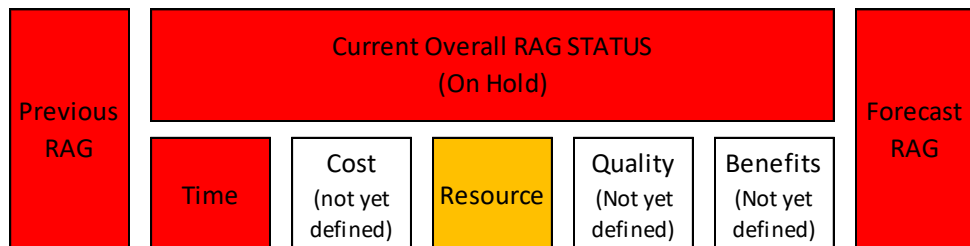
7.4.1. Project Descriptions

7.4.1.1. The Data Migration and Governance Project is at a very early stage in its inception with the scope of the project still to be finalised within the Project Brief. The projects' scope will include:

- Data Migration from existing Forensic Services systems (as required into the new Forensic Services Core Operating System environment);
- A GDPR compliance review (required for 2023) and associated project support of the BAU and Change activities required to ensure that Forensic Services are compliant with the Data Protection legislation. This work will be cross organisational between Scottish Police Authority, Forensic Services, and Police Scotland and supported by the Police Scotland Digital Division

7.4.1.2. The Project Manager commenced on the 11th April 2022, therefore integration into the Programme Team has only recently commenced. The project has been on hold in recent months due to this gap in resource.

7.4.2. Current RAG Status



7.5. Forensic Services Core Operating System

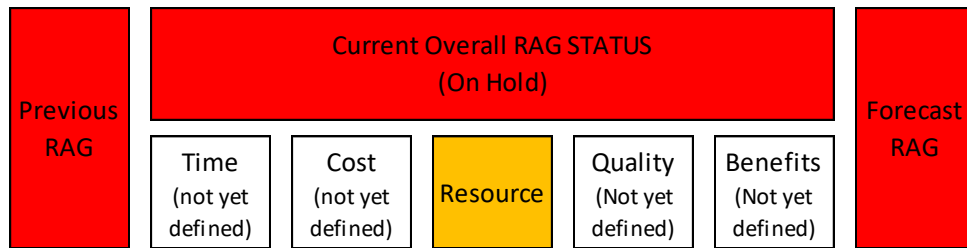
7.5.1. Project Description

7.5.1.1. The Forensic Services Core Operating System (COS) Project will be designed to investigate the replacement of the existing Evidence Management System (EMS). The COS solution will have a number of components including Business and ICT requirements, data migration (covered within the Data Migration and Governance Project) and connectivity with existing and new Forensic Services systems, networking of instruments

7.5.1.2. At the time of writing this report, there is currently a resource shortage with no Project Manager assigned. A Project Manager is being recruited and is within the vetting process

7.5.1.3. The project is currently on hold until the Project Manager is in place.

7.5.2. Current RAG Status

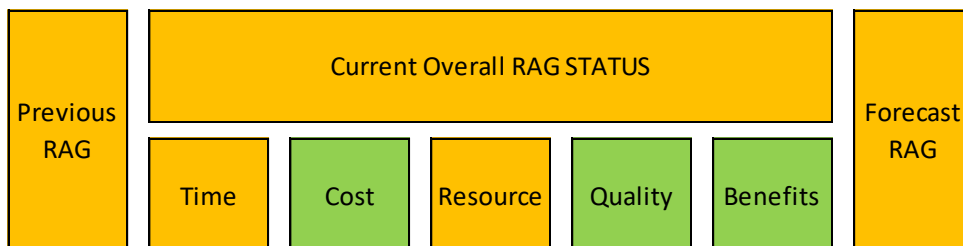


7.6. Project Weaver (Post Mortem Toxicology)

7.6.1. Project Description

7.6.1.1. Project Weaver (Post Mortem Toxicology) is the transfer of the post mortem toxicology services from the University of Glasgow to SPA Forensic Services. The service is due to start on the 1/12/2022. The project has involved the creation of a new laboratory facility, procurement of instruments, the installation of this new equipment and the TUPE transfer of the current University of Glasgow staff delivering these services to SPA Forensic Services.

7.6.2. Current RAG Status

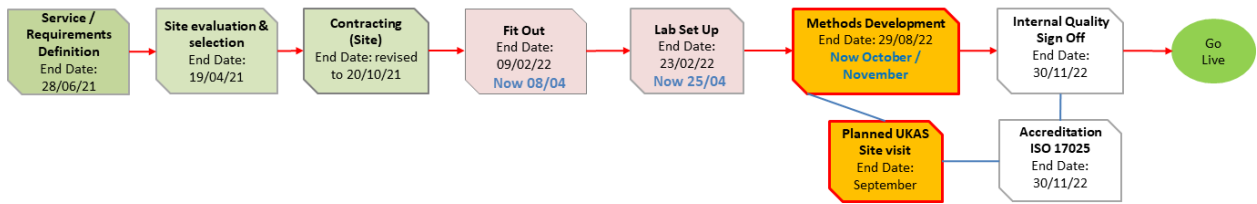


7.6.3. Summary of Progress since last Forensic Services Committee

7.6.3.1. The project currently has an Amber RAG status as the modification and handover of the building was delayed. This has used the majority of the project contingency time which was included in the planning, however, assuming no further unforeseen delays the project remains on track to enable the service to go live on 1st December 2022.

7.6.3.2. The site set up is ongoing with networking of instrumentation scheduled in the coming weeks, with significant support from the Police Scotland Digital Division. The planning of method development activities is continuing.

7.6.4. Project Plan



FINANCIAL IMPLICATIONS

7.7. There are no additional financial implications associated with this paper other than those previously approved as part of the 2020/21 and 2022/23 budget. Continued delivery to plan is dependent of funding provision in 23/24 and beyond as per the approved Full Business Case.

8. PERSONNEL IMPLICATIONS

8.1. Approval was granted for consultation, as part of the Operating Model Project and therefore there are potential personnel implications. However, these are dependent on the final outcome of the consultation and final Operating Model to be implemented. Staff have been encouraged to submit counter-proposals and these are currently under review. Compliance with SPA People Policies are being ensured throughout the process alongside close engagement with Trade Unions.

9. LEGAL IMPLICATIONS

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

10. REPUTATIONAL IMPLICATIONS

10.1. There may be long term reputational implications associated with this paper should Forensic Services not meet the expectations as set out in the Forensic Strategy.

11. SOCIAL IMPLICATIONS

11.1. There are no direct social implications associated with this paper.

12. COMMUNITY IMPACT

12.1. There may be longer term community impact implications associated with this paper should the Forensic Services not meet the expectations as set out in the Forensic Strategy.

13. EQUALITIES IMPLICATIONS

13.1. There are no equality implications associated with this paper.

14. ENVIRONMENTAL IMPLICATIONS

14.1. There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to note:

- The progress on the Forensic Services Change Programme to date
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