SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 5

Meeting	**Forensic Services Committee**
Date	**7 May 2024**
Location	**Microsoft Teams**
Title of Paper	**Forensic Services Change Programme Update**
Presented By	**Joanne Tierney, Head of Change & Development**
Recommendation to Members	**For Discussion**
Appendix Attached	**Change Programme Plan Benefits Dashboard**

PURPOSE

To provide members with an update on progress against the Forensic Services Change Programme Plan.

The paper is submitted for discussion.

1. BACKGROUND INFORMATION

1.1 The Change Programme consists of specific key projects which are directly aligned to and underpin the successful delivery of our strategic outcomes:

- o Our People are supported through a positive working environment, enabling them to provide excellent forensic services.
- o We are sustainable, adaptable and prepared for future challenges.
- o We deliver high-quality, ethical services, and lead to advance forensic science.
- o We work collaboratively with partners to serve the needs of the public & criminal justice in Scotland.

1.2 The current change programme projects are:

- o Deployment of Scene Examination Project.
- o Operating Model Project.
- o Forensic Services Core Operating System (FS COS) & Data Migration Project and.
- o Data Governance Project

1.3 While there is an immediate focus on the above key projects, our change agenda also seeks to develop our current and future research and innovation activities into a co-ordinated Research and Innovation programme aligned fully to our strategic objectives.

1.4 Effective engagement with our people and collaboration with our partners remain critical success factors for our change programme and we will continue to build upon existing engagement strategies as well as identifying new opportunities as we progress through the implementation phases of the various projects.

2. FS CHANGE PROGRAMME – Progress against the Plan

2.1 Our Change Programme Plan sets out the high-level delivery milestones of the Forensic Services Change Programme. (see appendix A)

2.1.1 The Change Programme continues to track green for most key milestone activity:

- The National Tasking Unit and new ways of working in Search & Recovery Scenes were successfully delivered and continue to embed within the organisation, resulting in improved utilisation of our Scene Examination resource. When considering performance

in relation to the tasking of lower priority incidents, there has been a reduction in the timeliness of deployment of scene examination staff to these incidents since the implementation of the new unit.

Police Scotland Portfolio Assurance colleagues have concluded their independent post implementation review (PIR). The PIR report is currently with the Police Scotland Head of Portfolio Delivery for final review prior to submission to Forensic Services. Once submitted and digested the requirement for any follow-up activity will be confirmed. Resultant actions will be taken forward as part of the response to the recommendations of the external review of our tasking and deployment processes as carried out by colleagues from the Metropolitan Police.

- Our people have now transitioned to their contracts and role profiles reflective of the new operating model structure. Final line management and team structures have been confirmed and implemented as of 2 April 2024. Further embedding of our capabilities, (Search & Recovery, Analysis, Reporting), will continue as per our programme plan. Operating model Phase 3 work streams have been identified and scoping documents defining tangible workstream outcomes are being developed. These workstreams will deliver optimised workflows and casework routing across the organisation, ensuring realisation, (as far as possible) of the improved timeliness and resource flexibility benefits associated with our new Operating Model.

- The initial management development training programme for our new Capability Team Managers is now complete. Collective sessions on responsibilities and matrix management have been held for all our managers and the management training needs analysis activity is now complete. The next phase of our management development activity will be the delivery of bespoke sessions for our Service Delivery Managers throughout May. These sessions will continue build upon our refreshed approach to management development, committed to delivering a culture of empowerment, and performance / people focused decision making across all our leadership teams.

- Development of the Full Business Case (FBC) for our core operating system continues to progress. Recent sessions with key stakeholders have been focused on confirming resource availability and timeframes for technical architecture and procurement activity.

Following these sessions, it was accepted at the FS COS & Data Migration Project Board (10/04/2024) that, given the complexity of interdependencies and associated timeframes, the original target date of June 2024 for delivery of the FBC is no longer achievable. All stakeholders agree that joined up detailed and effective planning at this stage will ensure the project can remain on track to deliver the FBC against a realistic and achievable timeline.

2.2 Benefits Realisation and Dashboard

2.2.1 Benefits for the Change Programme continue to be monitored and evaluated. They are reviewed regularly to determine the progress and to highlight any blockers to achieving the desired outcomes. The attached benefits dashboard illustrates current progress of benefits attributed to the programme. (See Appendix B)

2.2.2 Business owners have been retrospectively identified for benefits associated with our Access to Lab and Deployment to Scene Examination who continue to be engaged with in the tracking of benefits realisation.

2.2.3 As we progress through implementation of the Operating Model and FBC build for FS COS & Data Migration early engagement with the

business to identify and own benefits at the outset will be critical to successful realisation. Over the forthcoming months workshops will be held with managers to embed this more proactive approach.

2.3 Benefits Realisation, Investment and Business Readiness for Change

2.3.1 Despite approval of the Full Business Case (FBC) for the new operating model for Forensic Services there was insufficient funding available within 2023/24 to provide the upfront investment required to implement the new model at pace and in line with the timescales in the Full Business Case. To make progress with the implementation an efficiencies plan was developed to identify savings within Forensic Services to allow the priority elements of the model implementation to progress.

2.3.2 As part of the budget discussions for 2024/25, Forensic Services have agreed not to progress further implementation of the model that requires additional investment in the revenue budget for the organisation. To make further progress Forensic Services must continue to work on delivering efficiencies and maximise the benefits that are being delivered through the changes undertaken to date. Where year-on year-savings can be identified this will allow the further elements of the model to be implemented.
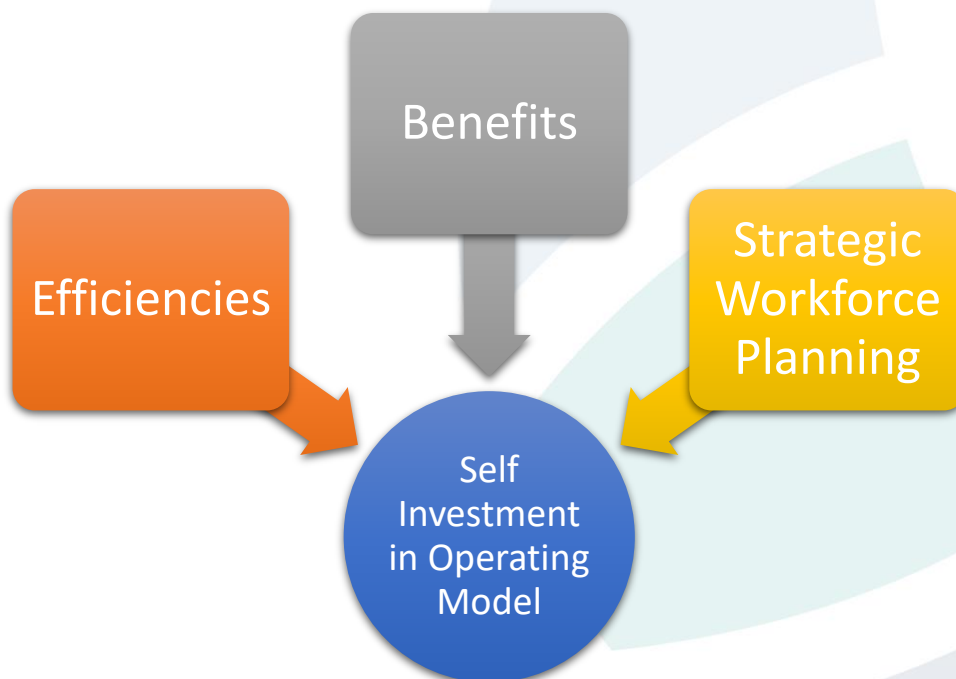
2.3.3 The Change Programme Plan contained at Appendix A outlines indicative milestone target dates for implementation, as far as possible within financial constraints, of our new operating model.

2.3.4 We remain committed to managing the pace of change to minimise, as much as possible, impact to our people and our service delivery commitments. Work is ongoing within the business to develop an absorbability matrix, mapping business as usual activity and operational priorities to assess and confirm business readiness for change as per the programme plan.

2.3.5 Work continues on development of the Strategic Workforce Plan to build the right environment for pro-active recruitment and succession planning. A revised programme plan and associated timeline will be issued once this work is complete.

2.4 Change Programme – Research Development & Innovation

2.4.1 As a field of study, forensic science is in a constantly shifting environment with new opportunities emerging all the time to deliver new science to uncover insights and intelligence that can help bring criminals to justice, eliminate innocent individuals and bring closure for families.

2.4.2 A key design element of the Operating Model was the establishment of a Research Development and Innovation (RD&I) capability, fully aligned to our strategic vision for scientific excellence and our commitment to growing our influence to encourage innovation throughout Forensic Services and the wider forensic community.

2.4.2 The successful recruitment of our RDI Manager and bringing together our Forensic Leads into a cohesive team was a significant first step towards consolidation, strategic alignment and prioritisation of the inflight projects with our overall business plan.

2.4.3 Scoping work for the development of our RD&I Strategy has also commenced with the drafting of our RD&I stakeholder engagement plan and initial activity around building our technology road maps.

2.4.4 Informed by engagement with criminal justice and academic partners, along with other forensic service providers and scientific networks, our RD&I strategy will set out our plan to harness emerging technologies and scientific innovation to deliver real-world benefits to the public and meet the wider needs of the criminal justice system.

2.5   Deployment of Scene Examination - Project Update

Deployment of Scene Examination RAG Status
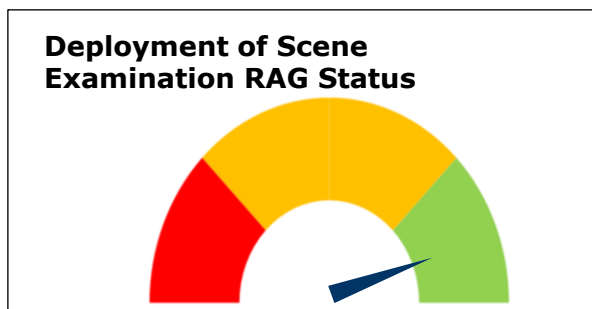
Go Live of the National Tasking Unit on 3 April 2023 was a significant milestone achievement for Forensic Services.

- The Post Implementation Review activity has been completed by Police Scotland Portfolio Assurance Team. We are awaiting submission of the final report from Police Scotland's Head of Portfolio Delivery.
- The external review of the National Tasking unit by colleagues from the Metropolitan Police has been completed and the final report with associated recommendations submitted.
- Any actions arising from the Police Scotland Post Implementation Review will be incorporated into the response to recommendations emerging from the external review.

2.6   Data Governance - Project Update

Data Governance RAG Status
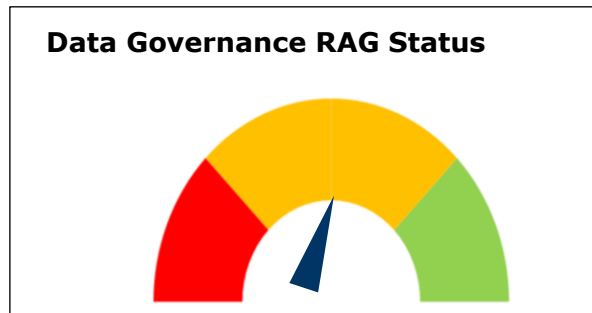
Our Data Governance project will deliver robust data management processes to ensure full compliance with legislative requirements (split into two work streams, Data Protection Act and GDPR).

- The data management framework for GDPR compliance continues to be successfully rolled out across the organisation.
- All areas are showing a reduction in file size retention against the identified categories; 29% reduction in mailbox size, 9% reduction in personal drive size, 15% reduction in the number of files held in personal drives and a 6% reduction in the average age of files retained in personal drives.
- We are awaiting final confirmation of data protection compliance requirements prior to implementation of the data management process in this area.

2.6   FS Core Operating System - Project Update

Core Operating System RAG Status
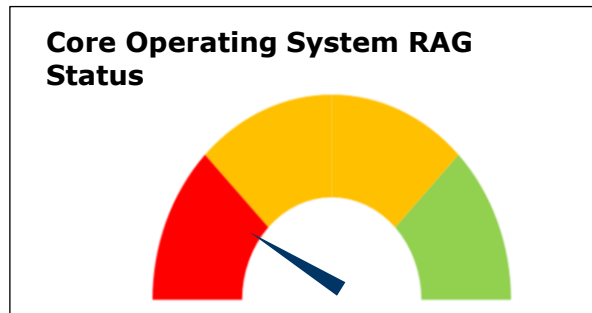
The Forensic Services Core Operating System (FS COS) Project will deliver a fully integrated & future- proofed single operating system, the migration of all data for in-scope systems and the decommissioning of un-supported legacy systems as required.

- The project is currently tracking red due to the recent confirmation that the original target date of June 2024 for delivery of the FBC is no longer achievable.
- Recent workshop sessions with partners have been very helpful in articulation of the complex interdependencies impacting the FBC build allowing for shared understanding and agreement at the most recent project board.
- Activity is now focused on drafting a revised timeline for FBC build which will be subject to further scrutiny and challenge through Project Board discussions.
- Prioritisation and confirmation of the final timeline must consider risks associated with current system which is no longer fit for purpose and negatively impacts service delivery.
- The interdependencies of delivery of FS COS, successful implementation of our Operating Model and realisation of associated op model benefits must also be considered when determining the project timeline.

2.8   FS Operating Model - Project Update

Operating Model RAG Status
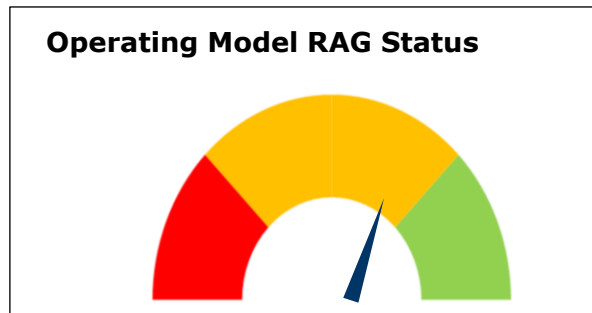
We remain committed to prioritising our people plan activity, seeking to minimise impact to our people as far as possible, whilst maintaining our current service delivery commitments.

- Resource, and financial challenges, have impacted upon the pace of implementation, however, we continue to make progress as far as possible with the transition to our new operating model.
- Phase 1 of implementation focused on our people plan transitions (as previously reported), the introduction of our new capability team manager and forensic operations leads roles as well as the move to new ways of working in Search & Recovery Scene Examination.
- Phase 2 mapped out a series of workstreams focused on (a) process and workflow optimisation to reflect the new operating model as far as possible for day 1 (02/04/2024), (b) Team and line management alignment to steady state as far as possible, (c) set up of Search & Recovery Lab capabilities including new labs in Edinburgh & Aberdeen and (d) implementation of management development plans to support our managers in delivering on the management vision for our new operating model.
- Logistical issues in Edinburgh & Aberdeen impacted on the target date for the Lab set up and resource availability for training impacted the delivery of the Drugs sampling transition meaning the project is reporting amber at this stage.
- Phase 3 Planning is now underway with indicative milestone delivery dates included in the Programme plan at Appendix A.

3.   FINANCIAL IMPLICATIONS

3.1   There are no additional financial implications associated with this paper at this time. A phased approach is being adopted to recruitment for the roles required to deliver our new operating model. This phased approach is aligned to implementation planning and mitigating as far as possible any impact to our current service delivery commitments as we transition to our new ways of working.

4.   PERSONNEL IMPLICATIONS

4.1   As we move forward to implementation of the new operating model and associated staff transitions, we are committed to support staff in identifying individual career development opportunities and how to maximise the opportunities for skills expansion in the operating model structure. Training sessions have been offered across the organisation and 1-1 support available through line manager discussions.

5.   LEGAL IMPLICATIONS

5.1   There are no legal implications in this report.

6.   REPUTATIONAL IMPLICATIONS

6.1   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.

7.   SOCIAL IMPLICATIONS

7.1   There are no social implications in this report.

8.   COMMUNITY IMPACT

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

9.   EQUALITIES IMPLICATIONS

9.1   There are no equality implications in this report.

10.   ENVIRONMENT IMPLICATIONS

10.1 There are no equality implications associated with this paper. Equality Human Rights Impact Assessments (EqHRIAs) have been prepared for all relevant projects and are provided for consultation to Trade Unions and Diversity Staff Associations

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RECOMMENDATIONS

Members are invited to note the progress of the Forensic Services Change Programme

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Appendix A Change Programme Plan

SPA FS Change Programme Plan

- 🟩 Complete/On track to deliver as planned
- 🟧 Some issues – being managed & closely monitored
- 🟥 Serious issues – recovery plan required

ID	Task Name	Start	Finish	Duration
1	Deployment of Scene Examination – PIR completed by PSoS Portfolio Assurance	01/11/2023	29/03/2024	108d
2	Deployment of Scene Examination - PIR report submitted to FS for review	01/04/2024	12/04/2024	10d
3	Operating Model Phase 2 staff transition to new line management structure complete	03/04/2023	29/03/2024	260d
4	Operating Model Phase 2 implementation workstream outcomes delivered	03/04/2023	29/03/2024	260d
5	Operating Model Phase 3 - Search & Recovery Lab Capability fully established Edinburgh & Aberdeen	01/04/2024	30/07/2024	87d
6	Operating Model Phase 3 – Search & Recovery, Analysis & Reporting Capabilities established all sites	03/04/2024	31/03/2025	258d
7	Operating Model Phase 3 – Fingerprints Digital Workflow delivered	03/04/2024	31/03/2025	258d
8	Operating Model Phase 3 – Day 1+ Operational workflow established	03/04/2024	31/12/2024	195d
9	Operating Model Phase 3 – New Lab Routing fully delivered	01/01/2025	01/01/2025	1d
10	Data Governance –monitoring mechanisms embedded & legislative compliance within tolerance	03/04/2023	31/12/2024	457d
11	FS COS & Data Migration – IBC approved	02/01/2023	03/07/2023	131d
12	FS COS & Data Migration – FBC Presentation to Forensic Services Committee	31/03/2023	28/06/2024	328d
13	Benefits Realisation – Dashboard reporting format confirmed	01/08/2023	05/02/2024	112d
14	Benefits Realisation – transition from change to business owners fully embedded	05/02/2024	30/04/2024	62d

Appendix B Benefits Realisation – Programme Level

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- Benefits associated with the Core Operating System Project have not been listed as the FBC has not been submitted for review.
- Cashable benefits (*) have been reinvested in Forensic Services in the establishment of the Tasking Unit and new roles such as the RD&I manager, Forensic Operations Leads and Senior Fingerprint Examiners.
- The FS Change Programme has benefited our partners (**) with the reduction in time taken to submit SFI requests.
- As emerging benefits arise, these will be reported.

Benefit Status Summary

0 Benefits have not been realised
8 Benefits show progress and continue to be monitored
9 Benefits have been realised
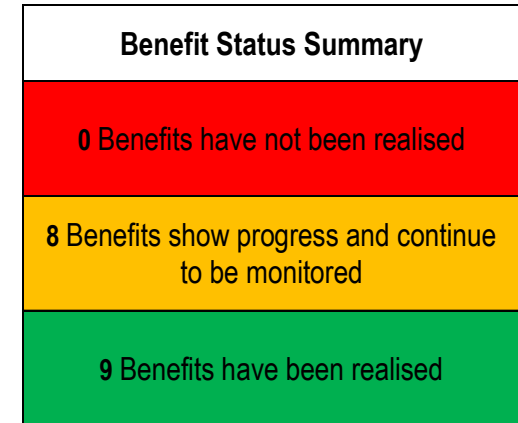
Benefit	Realisation Success	Projected Benefit
Faster delivery of intelligence results for volume/less serious crime, with no impact on delivery of serious crime provision	(marker at 50)	50% reduction in turnaround time
Compliance with COPFS target dates, with no impact on the delivery of serious crime provision.	(marker at ~75)	100% compliance
Increased resilience to cope with fluctuating demand and the need to respond to serious and large scale incidents.	(marker at ~90)	Multiple factors
Establishment of a Research Development and Innovation capacity providing increased opportunity for innovation, development and further advancement of Forensic Services.	(marker at ~90)	Recruit RDI Manager New management structure for Lead Scientists.
Increased levels of management support.	(marker at 100)	1:9 ratio in labs No scene locations without manager

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Benefit	Realisation Success	Projected Benefit
Reduction in the time to attend incidents.	0 10 20 30 40 50 60 70 80 90 100 (marker ~15)	100% of incidents attended within 24hours
Utilisation of a National model for the allocation of jobs better allocation of available resource	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	Increased utilisation of resources out-with base
Reduction in operating costs relating to the delivery of DNA analysis	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	£65,000 pa*
Reduction in salary costs - removal of technical supervisor role	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	£360,000 pa*
Reduction in salary costs - rationalisation of level 1 / level 2 scene examiner roles incidents.	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	£900,000 pa*
Time saving with the removal of the requirement of an ERF when an SFI form is present.	0 10 20 30 40 50 60 70 80 90 100 (marker ~80)	4.4 FTE saving for PSoS** Internal benefits still to be
Utilisation of a National model for the allocation of jobs - improved utilisation of available resource	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	Increased utilisation of resources out-with base
Increased evidence recovery due to more time available for scene examination activity at scene with evidential potential	0 10 20 30 40 50 60 70 80 90 100 (marker ~50)	Increase in cases where evidence recovered.
Consistent Training in the Deployment of Scenes	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	New training programme for all Tasking Unit staff.
Reduce the requirement for Senior Forensic Scene Examiners to attend traumatic scenes consecutively	0 10 20 30 40 50 60 70 80 90 100 (marker ~22)	All staff to attend proportionate number of
National consistency in the assessment and prioritisation and deployment of scene requests, reducing the volume of scenes attended where no forensic value is obtained.	0 10 20 30 40 50 60 70 80 90 100 (marker ~95)	Quarterly reduction in 'no forensic value' scenes attended

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