



<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>04 May 2023</b>
<b>Location</b>	<b>Via MS Teams</b>
<b>Title of Paper</b>	<b>FS Change Programme Update</b>
<b>Presented By</b>	<b>Joanne Tierney, Head of Change &amp; Development</b>
<b>Recommendation to Members</b>	<b>For discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

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

The paper is submitted for discussion.

## **1. BACKGROUND**

- 1.1 Our Forensic Services strategy, as refreshed in 2021, sets out our approach to delivering excellence in forensic science for a safe and resilient Scotland and provides a clear vision as to how we can continue to provide excellent forensic services which remain at the cutting edge of scientific and technological advances whilst delivering a value for money high quality service which better meets the needs of our criminal justice partners and the expectations of the Scottish public.
- 1.2 The Change programme consists of specific key projects which are directly aligned to and underpin the successful delivery of our strategic outcomes;
- Our People are supported through a positive working environment, enabling them to provide excellent forensic services
  - We are sustainable, adaptable and prepared for future challenges
  - We deliver high quality, ethical services; and lead in order to advance forensic science
  - We work collaboratively with partners to serve the needs of the public & criminal justice in Scotland
- 1.3 The Change Programme projects build upon our successful crime scene to court operating model and deliver key outcomes to leave us best placed to deliver on our strategic outcomes as detailed above. The current change programme projects are:
- Access to Laboratory Services Project;
  - Deployment of Scene Examination Project;
  - Operating Model Project
  - Core Operating System Project and;
  - Data Governance Project
- 1.4 Whilst there is an immediate focus on the above key projects our change agenda also seeks develop our current and future research and innovation activities into a co-ordinated Research and Innovation programme fully aligned to our strategic objectives.
- 1.5 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 UPDATE**

### **2.1 Programme Overview**

- 2.1.1 To date 2023 has seen the achievement of significant milestones and key deliverables as set out with the change programme. In January the new format for partner requests, (Standard Forensic Instruction SFI), for forensic examinations was delivered through the Access to Lab Project. In

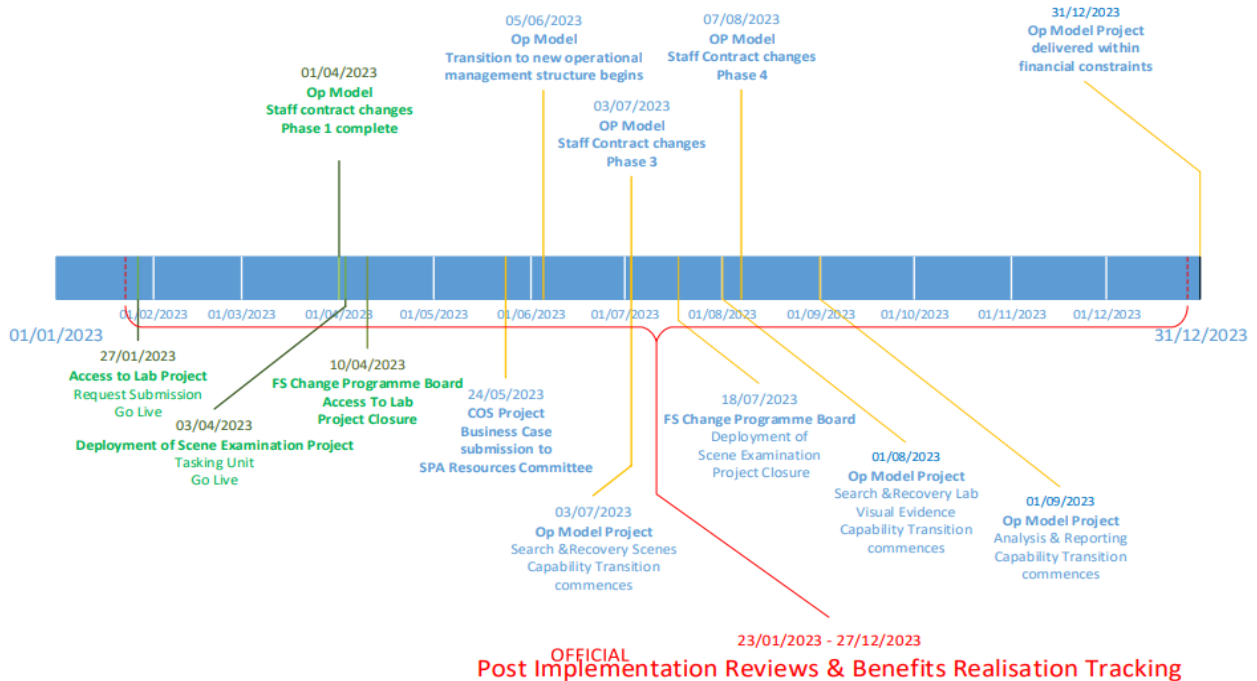
April our new National Scene Tasking Unit, the key deliverable of our Deployment of Scene Examination project went live and is now fully up and running.

2.1.2 These outcomes are important building blocks which underpin our new operating model and are already offering us greater flexibility in the management of our resource to better meet current demand and adapt to future challenges.

2.1.3 We have also successfully recruited for our new management role – Capability Team Managers (CTM) - to support our new Search & Recovery and Analysis teams. Whilst CTMs will be supported to acquire an appropriate level of technical awareness of the team activity, they are not required to be technically competent in the specialist activity of the team nor to act as an additional casework resource. This will allow them to focus directly on the needs of the team and support the development of the positive working environment for our people we have committed to as part of our Forensic Services Strategy.

2.1.4 The diagram below sets out a high level timeline of up-coming key milestones for our change programme and we will continue to report progress on delivery through this forum.

### FS Change Programme – Milestone Timeline



OFFICIAL Post Implementation Reviews & Benefits Realisation Tracking

## 2.2 Programme Objectives & Benefits Realisation



2.2.1 The figure above summarises the overall Change Programme objectives in the context of tangible and measurable outputs. A programme benefits realisation plan is being developed which;

- brings together all benefits defined within each of the specific projects into an overarching benefits realisation plan
- identifies the baseline measures associated with each
- defines the monitoring and tracking process associated with each eliminating duplication where appropriate
- provides an effective tracking mechanism to demonstrate added value and return on investment for the Change Programme

## 2.3 Access to Lab Project - Closure

2.3.1 The purpose of the Access to Lab project was to review and redesign how requests for forensic services are made, aligning with business processes and ensuring the relevant staff have the necessary information required to provide independent forensic strategies in support of the investigative and evidential processes within Police Service of Scotland (PSoS) Crown Office & Procurator Fiscal Service (COPFS) and the Police Investigations & Review Commissioner (PIRC).

2.3.2 The Products delivered by the project were:

- New format SFI
- Forensic Services Scientific Awareness Document(s) to support partner understanding and better inform the SFI request process

2.3.3 The new format SFI and submission process was fully implemented across COPFS, Police Scotland Gateway and Forensic Services on 31 January 2023 with the scientific guidance document issued prior to this date.

2.3.4 The End Project Report was approved and signed off by the Access to Lab Project Board on 11 March 2023 and by the FS Change Programme Board on 11 April 2023. We have now moved into the post implementation review and benefits realisation phase.

2.3.5 An initial assessment of benefits realisation will be carried out as part of the post implementation review. Ongoing tracking of benefits realisation will continue with further assessment to be conducted at 6, 9 and 12 months post implementation and reported at Forensic Committee meetings.

## **2.4 Deployment of Scene Examination**

2.4.1 The Deployment of Scene Examination Project was designed to deliver a strategic improvement in the delivery of Scene Examination services by Forensic Services to our justice partners.

2.4.2 This was to be achieved through the development and implementation of (a) a national process for the assessment and prioritisation of the request for attendance of FS Scene Examiners at crime scenes and (b) national process for the deployment of our FS Scene Examination (SE) resource.

The products to be delivered by the project were confirmed as:

- A National Scene Tasking Unit to act as a single point of contact for Police Scotland when requesting scene examination attendance
- Updates to Pronto question set used by Police Scotland to provide additional information to FS and better facilitate effective triage and prioritisation of scene attendance requests

2.4.3 Our SPA FS National Scene Tasking Unit went live on 3 April 2023, following extensive engagement with internal and external stakeholders to make sure everyone was fully informed in advance.

2.4.4 The Scene Tasking Unit is based in Dundee at our Rushton Court site and is managed by the newly appointed Capability Team Manager. The team are responsible for the review of all scene attendance requests submitted by Police Scotland and the subsequent deployment of scene examiners across Scotland. The End Project Report for the Deployment of Scene Examination is due for submission to the FS Change Programme Board on 18 July 2023.

## **2.5 Operating Model Project**

2.5.1 Now that we have clarification on our budget position we are in a position to finalise the implementation planning for our new operating model. Whilst the level of investment required to deliver the operating model in its entirety is not available to us for the forthcoming financial year there are significant steps that can be taken to transition to our new structure.

2.5.2 We will seek to capitalise on the opportunities for efficiency gains already delivered within the change programme through the Access to Lab and

Deployment of Scene Examination Projects as well as maximising the positive impact for our people through our new management and capability structure.

- 2.5.3 We remain committed to making sure that any risk to our service delivery and the impact on our people are mitigated and the phasing of our implementation will reflect that. The project is on track with plan.

## **2.6 Data Governance**

- 2.6.1 The primary aim and priority of this project is to deliver a data governance strategy for relevant electronic data retained by SPA Forensic Services which is compliant with the requirements and timeframes as defined in Data Protection Act of 2018.

- 2.6.2 We continue to work closely with our partners and information compliance specialists to ensure project deliverables meet both legislative requirements and information compliance standards. The initial business case is now complete and was presented to the Data Governance Project Board in March 2023 and will now progress to the Forensic Services change programme board in July 23.

## **2.7 FS Core Operating System**

- 2.7.1 The Forensic Services Core Operating System (COS) project will ensure that Forensic Services has an improved, fit for purpose core operating system which (a) underpins the successful delivery of the business benefits associated with implementation of our new operating model and (b) addresses the performance impact to arising from business challenges and performance issues with the current system.

- 2.7.2 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 and instruments.

- 2.7.3 The scope of the project will also include a data migration strategy to identify, transfer, or make available to our new core operating system all appropriate legacy data within Forensic Services which can be legitimately retained for lawful purposes.

- 2.7.4 The business case for COS was presented at the last committee meeting with feedback received from members on the options presented.

- 2.7.5 Members requested that the options were reviewed to provide further detail on the suitability for Forensic Services use of the new PSoS COS as either a straightforward replacement for our current case management system or the possibility of further development/adaptation of PSoS COS to deliver a fit for purpose product for Forensic Services.

- 2.7.6 It was agreed that the updated business case would be submitted at the June Meeting of the SPA Resource Committee and shared with Forensic Committee members at that time.
- 2.7.7 The change programme team have engaged directly with the PSoS COS project team to explore the viability of the approach as requested. FS COS High level requirements have been collated to inform discussions with the PSoS COS provider and a meeting with the supplier company is scheduled for 28 April 2023.

## 2.8 Other Change Activity

### 2.8.1 Fire Investigation Training Facility:

Forensic Services (FS) staff within our Research Development and Innovation department, have been working with colleagues in the Scottish Fire & Rescue Service (SFRS) and the Leverhulme Research Centre for Forensic Science (LRCFS) to establish a training facility for fire investigation. This facility will provide the opportunity to create physical fires scenes where the ground truth of the origin, cause and fire development is known. The business proposal identified the use of converted shipping containers as the most viable option which will be housed on SFRS land at Portlethen and managed through a multi-agency MOU between FS, SFRS and LRCFS

When up and running this facility constitutes a significant increase in the capability of FS and our partners to carry out research, training and maintenance of competencies in Fire Investigation which is a particularly complicated area of work.

### 2.8.2 Operation Clarus - Building clarity and preventing bias in digital forensic examination, inter-organisational communication and interaction:

Operation Clarus is a multidisciplinary and multi-organisational consortium comprised of 6 academic research organisations; 4 forensic and 3 police agencies (LEAs) from 6 European member states and associated countries.

FS Forensic Leads along with Police Scotland colleagues worked in collaboration with the University of Dundee to secure EU funding to take the project forward and received confirmation earlier this month that the funding application has been successful.

The aim of Operation Clarus is to study how communication, taken-for-granted ways of doing things, organisational cultures, disciplinary backgrounds or even gender and specific languages can contribute significantly to a context for biased judgements and erroneous decisions at an organisational level in digital evidence examination and investigation.

### **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 associated with this paper.

### **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



**RECOMMENDATION**

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

