



<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>10 August 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 against the Forensic Services Change Programme Plan and to introduce our Benefits Realisation Management Framework & Plan

The paper is submitted for discussion.

## **1. BACKGROUND**

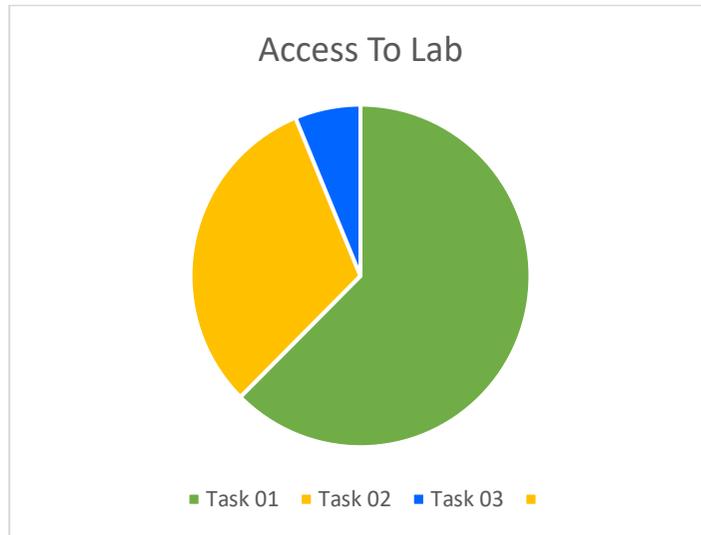
- 1.1 The Change programme consists of specific key projects which are directly aligned to and underpin the successful delivery of our strategic outcomes;
- Our People are supported through a positive working environment, enabling them to provide excellent forensic services
  - We are sustainable, adaptable 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 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 – Progress against the Plan**

- 2.1 Our high level Programme Plan (below) lists the delivery expectations of our SPA FS Change Programme.

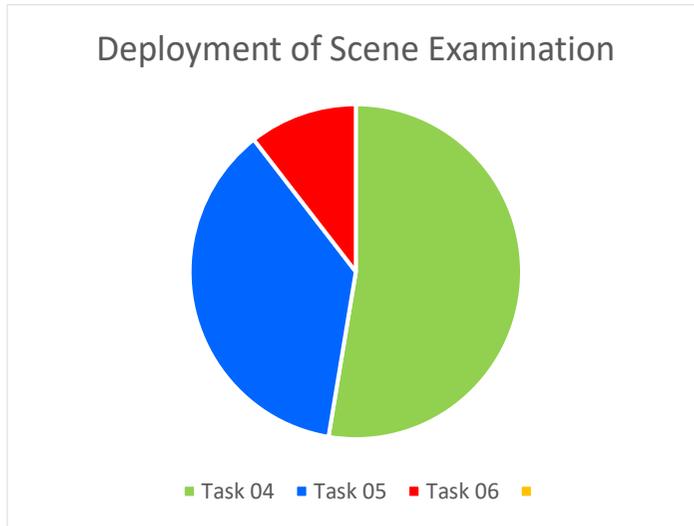


## 2.2 Access to Lab – Progress against the Plan:



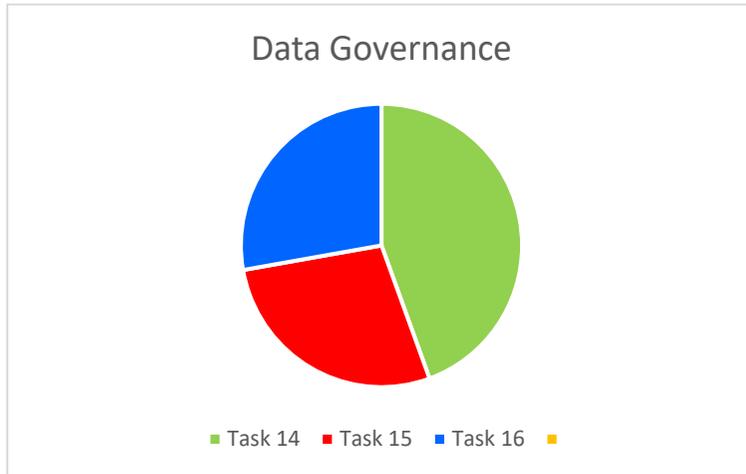
- The new submissions process for standard forensic instructions (SFI) from our Crown Office & Procurator Fiscal (COPFS) partners has now been in place since January 2023. (01 – go live)
- The end project report has been completed and progressed through project and change programme governance. The report identified some initial issues with completion of the SFI in its new format which have impacted early realisation of associated benefits. (02 – post implementation review)
- Post implementation impact assessment workshops were held with COPFS and Police Scotland Gateway partners in March 2023 to explore potential solutions to issues raised prior to formal completion of post implementation review activity. (02 – post implementation review)
- Discussions at the impact assessment workshops have generated a review of first principles for our joint national forensic gateways which will be expanded upon as part of the post implementation activity and a refreshed Gateway Development Plan. (03 – Gateway development plan)
- The Post Implementation Review Report will be submitted to the SPA FS Change Programme Board in October 2023 for final sign off. (02 – post implementation review)
- Project benefits will be monitored and tracked as per our benefits management framework and realisation plan. (21 – Benefits Realisation)

### 2.3 Deployment of Scene Examination Progress against the Plan:



- Go Live of the National Tasking Unit on 3 April 2023 was a significant milestone achievement for SPA Forensic Services. (04 – go live)
- A lessons learnt session was held on 28 June with partners and no significant issues raised, however more detailed feedback will be sought via a partner survey issued to relevant stakeholders as part of the post implementation review activity. (05 – post implementation review)
- The end project report is tracking red against the programme plan due to delays in submission through project and programme governance. Submission now planned for the October Change Programme Board. The Post Implementation Review will also be undertaken in October 2023. (05 – post implementation review)
- Project benefits will be monitored and tracked as per our benefits management framework and realisation plan, however we are already seeing a positive impact with regard to reduction in scene attendance & increased evidence recovery at those scenes attended. (21 – Benefits Realisation)

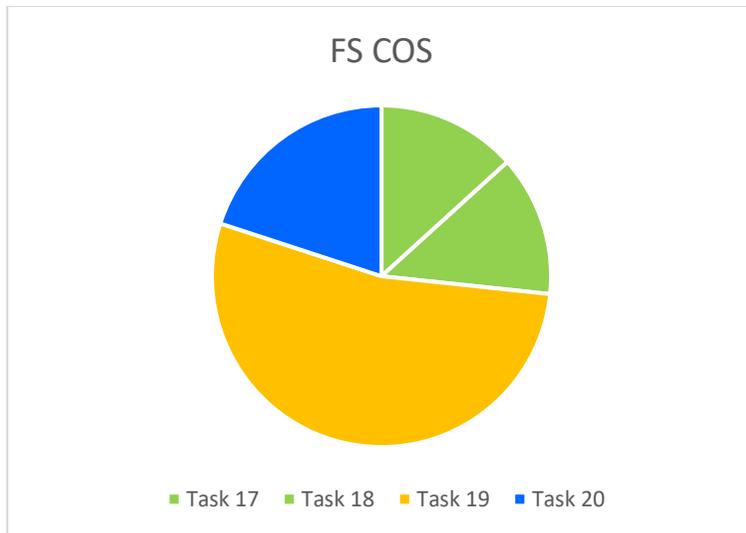
## 2.4 Data Governance Progress against the Plan



- Project scope has been further defined along with confirmation of % compliance status for data repositories and recommendation of low risk data categories for deletion subject to sign off by Information Management. (See table below) (14 – Project Scope)
- The initial business case for the data governance project is tracking red against the programme plan due to a delay in submission to the programme board in July 2023. Further detail is required on associated costings pending final confirmation of the data repositories within project scope. Will be submitted at next Change Programme Board – October 2023. (15 – IBC)
- Full Business Case development pending outcome of Change Programme Board. (16 – FBC)

## 2.5 FS Core Operating System Progress against the plan

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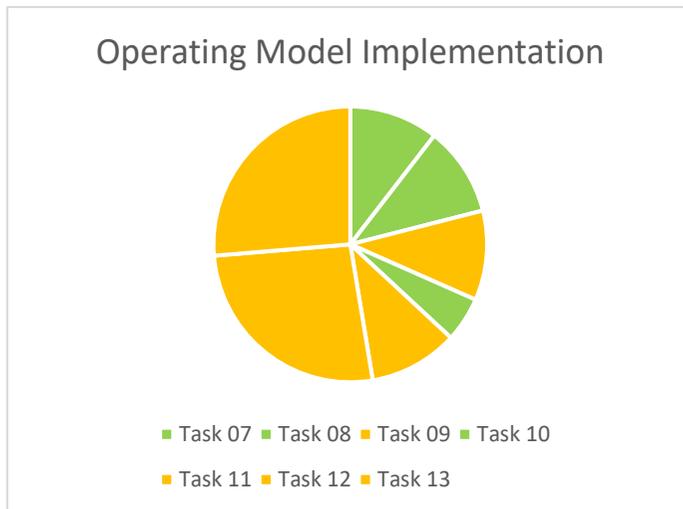
- The initial business case for COS was presented at the last Forensic Services Committee meeting with feedback received from members on the options presented. It was agreed that the updated business case would be submitted at the June Meeting of the SPA Resource Committee. (See appendices A & B for the papers presented). ([17 – IBC to FS Committee](#))
- The IBC was accepted and approved in principle for progression of preferred option to FBC development, caveated with a return to Resources Committee in November to provide further detail and assurance on sustained affordability & deliverability. ([18 – IBC to SPA Resource Committee, 20 FBC Temperature Check SPA Resource Committee](#))
- The preferred option for FS COS a fully integrated & future proofed single FS COS (Option 4 in the initial business case), delivering:
  - Full integration of FS systems, applications and instruments and interfaces with partner systems
  - The preferred option for data migration sees all data for in-scope systems migrated to FS COS with decommissioning of unsupported legacy systems as required (Data Migration option 3 in business case). ([19 FBC Development](#))
- We anticipate a phased delivery over 4+ years with increasing integration. SPA Resources Committee also looking to for presentation in November of further detail on the integration phasing including on & off ramping as resources dictate. ([20 FBC Temperature Check](#))
- Work has now begun on development of the full business case engaging with Police Scotland Digital Division colleagues and exploring opportunities for professional services to support. ([19 FBC Development](#))

## 2.6 FS Operating Model

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2.6.1 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. Implementation of the Operating Model continues to track green against the people plan milestone timeline.



- The introduction of new role profiles associated with the operating model commenced in April 2023 and remains on track for completion on 7 August 2023. By this date all of our people will have received their new role profile and associated contracts helping us move to steady state in this area. (07, 10. 11 – People Plan Moves Phases 1, 2, 3)
- We have successfully navigated a series of complex recruitment processes most notably the recruitment of our new Capability Team Managers, which has seen the induction of some 30 individuals to this critical management role, delivering people focused first line management across all our sites. (08 Intro new management role)
- Whilst we still have lessons to learn, we remain committed to continued investment in the training & development of all our managers so that our people are supported in positive working environment enabling them to provide excellent forensic services. (08 Intro new management role)
- Recruitment for the new Forensic Operations Leads roles is now complete with remit and portfolios confirmed. Transition to full operational take up of role now underway. (09 Intro new role)
- Impact of the Forensic Operations Lead role on FS response to major & large scale operations has been captured as an emerging benefit and partner engagement underway to agree tracking. (21 benefits realisation)
- Our Operating Model project team developed a workflow planning tool which mapped over 70 scenarios of case work flow across Forensic Services from submission to reporting. This tool was used to support a series of staff workshops established to map how work will flow in our new operating model structure to maximise efficiency and timeliness. (12 – Workflow design)
- These workshops will be concluded in July and set us up for a successful transition to the new operating model structure, prioritising those areas of maximum gain in the first instance. (13 Op Model new capability structure)

## 2.7 Benefits Management Framework & Realisation Plan

- 2.7.1 Our Benefits Management Framework & Realisation Plan defines our approach to Benefits Realisation and lists the benefits associated with each project.
- 2.7.2 Baseline measures have been tracked as far as possible at this stage and the benefits dashboard will be presented for review at future FS Change Programme Boards and FS Committee meetings.

## 2.8 Research Development & Innovation

### 2.8.1 Fire Investigation and Research Facility goes live

On Wednesday 5 July we inaugurated the Joint Scottish Fire Investigation Training and Research Facility which represents a significant step forward in the capabilities of Scottish Police Authority Forensic Services and Scottish Fire and Rescue Service to meet the needs of our criminal justice partners. This facility will allow for realistic training to be carried out on scenes with known outcomes in terms of point of origin, cause and fire development on a regular basis, thus enabling Fire Investigators from different agencies to demonstrate ongoing competency in one of the most complicated areas of Forensic work. The event was attended by all the partners and by the Chair of the SPA Forensic Services Committee.

A media release was issued by the Scottish Fire & Rescue Service which [can be read here](#) and it was widely promoted Social Media by the partners – including on FS Twitter account @SPAForensics

## 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

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- 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