

Agenda Item 5

| Meeting | Forensic Services Committee |
|----------------------------------|-------------------------------------------------|
| Date | 8 May 2025 |
| Location | Webex |
| 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 Road Map |

PURPOSE

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

The paper is submitted for discussion.

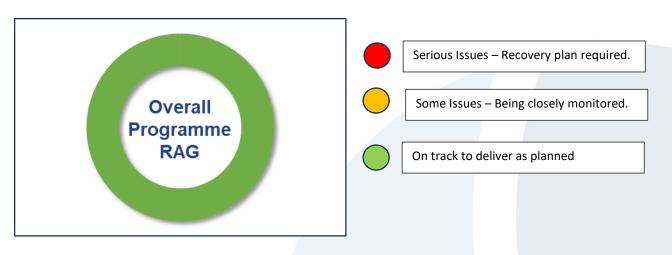
1. BACKGROUND INFORMATION

- 1.1 The Change Programme consists of specific key projects which are directly aligned to and underpin the successful delivery of our strategic outcomes:
 - 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 to advance forensic science.
 - We work collaboratively with partners to serve the needs of the public & criminal justice in Scotland.
- 1.2 The current change programme active projects are:
 - Operating Model Implementation of Op Model Design including integration of Post-Mortem Toxicology.
 - Forensic Services Core Operating System (FS COS) & Data Migration Project.
 - Criminal Toxicology Long Term Sustainable Model
 - FS Central Purchasing Solution
- 1.3 Change programme activities also include: (a) oversight & reporting of benefits realisation associated with projects; (b) oversight of response to post implementation review activity and associated recommendations.
- 1.4 Effective engagement with our people and collaboration with our partners remain critical success factors for our change programme. 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.
- 1.5 An update on the development, delivery and prioritisation of our Research, Development and Innovation (RDI) strategy and associated activities is also included within the scope of this report.

2. FS CHANGE PROGRAMME

2.1 Change Programme Road Map & Status

- Our Change Programme current year road map (**see appendix A**) sets out the high-level delivery milestones and associated RAG status of the projects comprising the FS Change Programme along with RDI strategy development.
- The Change Programme now tracking green for key milestone activity:



2.2 Programme Delivery Headlines:

- Criminal Toxicology: The initial business case for our long-term sustainable model for Toxicology was presented to SPA Resources Committee in December 2024 and Police Scotland Transformation Board in April 2025. Mobilisation of the project team, business leads and supporting resource has now commenced.
- Operating Model Digital Workflows: As our new structure continues to embed, workflows which optimise the synergies of our new capability structure are now being implemented. Analysis of fingerprints, both those taken in custody and retrieved from crime scenes, has progressed to paperless working and much more efficient digital workflows. The seamless electronic transmission, analysis and processing of digital fingerprint images maximises the use of newly available technologies, eliminates inefficient manual activities and allows staff to focus on core forensic analysis, improving both case turnaround times for our partners and job satisfaction for our people.

- Operating Model Investigative & Intelligence Reports: A key aim of our new operating model was to drive forward faster intelligence reporting to our partners, especially for undetected acquisitive crimes such as housebreakings and theft of motor vehicles. Through skill development for our Forensic Examiner and Senior Analyst roles we have been able to standardise non-evidential intelligence reporting in acquisitive crime, maximising the value of forensic intelligence at investigative stage and allowing our Forensic Scientists to focus on more complex evidential reports required for courts.
- FS COS & Data Migration: Development of the Full Business Case (FBC) for our core operating system continues to progress in collaboration with Police Scotland Digital Division and Procurement colleagues. We will also be undergoing a Scottish Government Technical Assurance Framework (TAF) review in May. This independent review is intended to support successful delivery of project outcomes and ensure that lessons learned from previous experience are reflected in future practice.

2.3 Project Updates:

Operating Model – RAG status

2.3.1 Operating Model



We remain committed to implementation of our new operating model, as far as possible within financial constraints, seeking to minimise impact to our people as far as possible whilst maintaining service delivery.

- Phase 4 of our Operating Model implementation has now commenced. The specific workstreams for phase 4 have been approved at project and programme board. Scoping documents for each of the workstreams are being prepared by the project team in conjunction with the delivery leads and will define milestone targets for delivery.
- Key priorities for phase 4 include identifying "quick win" opportunities for multiskilling across appropriate disciplines to further advance career development pathways for our people and provide improved resilience in high demand areas.
- Phase 4 will also see continued focus on communication of results to partners along with the wider integration of drugs casework in the context of our new capability structure.
- A series of delivery effectiveness reviews has also been established which look at key workstreams completed in earlier phases of implementation and assess how effective they have been in delivery of anticipated benefits.
- Finally as part of phase 4, which runs from 01/04/2025 31/03/2026, we
 will start to plan for project closure. This will involve working with our
 colleagues in Police Scotland Portfolio Assurance who will carry out an
 independent post implementation review as part of the project end process.



2.3.2 FS COS & Data Migration





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.

- **Appendix B** contains an updated roadmap for delivery of our full business case which remains on track to commence the approvals process in December 2025.
- Work on consolidation of functional and non-functional requirements for inclusion in the invitation to tender (ITT) nearing completion. The validation process for final approval of requirements by relevant stakeholders is now confirmed.
- A 2-day workshop was held in March to confirm phasing, route to market and the procurement strategy including optimum data storage solutions.
- Discussions are ongoing with Police Scotland Digital Division, Legal and Procurement colleagues to finalise the agreed procurement approach and contract template.
- ITT is now scheduled for issue to market in June 2025, dependent on finalisation of agreed approach.

2.3.3 Criminal Toxicology – Long Term Sustainable Model

Criminal Toxicology – Long Term Sustainable Model RAG Status



- Appendix C provides a high-level overview of next steps for this project
- Change and Forensic Services business resource to set up the project team and appropriate governance framework has now been identified.
- The first project board was held on 31 March 2025 and a further workshop with relevant business managers to further mobilise the team is scheduled for 24 April 225.
- Discussions are ongoing with Police Scotland Digital Division and Estates colleagues around resource requirements, scheduling and prioritisation within existing workplans.

2.3.4 Central Purchasing Solution

Central Purchasing Solution



Our Central Purchasing Project seeks to deliver an effective solution for improved strategic governance and management of procurement activities across SPA FS.

Specifically, the project will deliver;

- Workflows, processes and tools to improve efficiency, reduce waiting times and eliminate redundancies in the purchasing activities.
- Cost effectiveness by optimising purchasing practices, consolidating contracts to enable procurement to negotiate favourable terms with suppliers and reduce maverick spend.
- Compliance with policies and regulations along with contract terms through standardisation.
- The Potential Proposal Assessment (PPA) for the project has been approved at the SPA FS Change Programme board and the team is now being mobilised to launch the project proper.

2.3.5 RDI Strategy Design, Prioritisation & Delivery

RDI Strategy RAG Status



Our RDI Strategy including stakeholder engagement & prioritisation process will ensure that the research & innovation that is planned & delivered meets strategic objectives across the Justice System.

Our Research, Development & Innovation (RDI) Knowledge Exchange event has now been scheduled for 13 May at Verity House, Haymarket, Edinburgh.

The aim of this event is to invite people, with a wide range of expertise, experience, and perspective to come together, in a workshop format, to share knowledge, thoughts and opinions on the following key topics of interest;

- Future Challenges for Policing & Safer Communities
- Innovation in Forensic Science from an international perspective
- Collaboration Digital Forensics & Physical Forensic Science
- AI innovation in the context of Physical Forensic Science

Outputs from the event will help determine the strategic RDI priorities for SPA Forensic Services over the next three – five years and underpin the finalisation of our RDI Strategy and associated delivery plans.

The Value of Forensic Science project, assessing the value of forensic science across the justice ecosystem with a focus on violence Against Women & Girls and Acquisitive crime continues to progress. A series of focus group sessions have been rolled out throughout April attended by key stakeholders.

2.4 Benefits Realisation

2.4.1 Within the final business case for our original 2026 change programme there were several projected outcomes stated. These outcomes relate to our organisation, people, partners and our communities. These programme outcomes have now been linked to specific benefits of the various projects set up as part of the original

change programme, some of which have now been completed and closed.

| 2.4.2 The tables | below provide | a high level | view of | f progress | against |
|------------------|---------------|--------------|---------|------------|---------|
| realisation | of programme | e outcomes. | | | |

| Our Organisation | | |
|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Outcome | Delivered to date | Overall Progress |
| Improved cost effectiveness and | Set up of Tasking Unit (cost neutral) | |
| utilisation of existing capacity | Introduction of new first line management role (cost neutral) | Overall Progress |
| | Centralisation of manual DNA processing (cost saving - £53k reinvested in op model) | |
| mproved operational effectiveness. | Reduction in case turn around times for volume acquisitive crime (down from 102 days in 2019 to 44 days January 2025) | 60% |
| mproved resilience to neet demand | Plans in progress for phase 4 | |
| Enhanced evidence recovery and reporting capabilities for serious crime in Aberdeen and Edinburgh. | New Labs established in Edinburgh & Aberdeen already positively impacting on casework | Overall Progress |
| ncreased opportunity for research, development and nnovation | RDI Team established, RDI strategy in development | |

| Our People | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Outcome | Delivered to date | Overall Progress |
| Improved staff wellbeing resulting from increased levels of management support | Introduction of new capability team manager role Reduction in team sizes Non-operational element of manager role – greater emphasis on individual support | Overall Progress |
| Increased levels of empowerment, case ownership and greater sense of value (right person doing the right job at the right time.) | Skill development of Examiner & Senior Analyst roles to provide intelligence reports at investigative stages Investment in digital workflows allowing examiners to focus on forensic analysis Introduction of Forensic Operation Lead role – more joined up approach to complex, multi discipline casework | 60% Overall Progress |
| Improved career path opportunities resulting from revised organisational structure and role profiles. | Opportunities created by consequential recruitment leading to 19 individuals becoming managers for the first time, 69 moving to a higher-grade position and 36 transitioning from a temporary to permanent contract | |
| Opportunities to expand existing skills, knowledge and experience as a result of restructured teams and multi-skilling. | Identification Officers in tenprints now reporting footwear intelligence. Phase 4 plans will further develop plans for multiskilling | |

| Our Partners | | |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Outcome | Delivered to date | Overall Progress |
| Maximising the benefits of local delivery of serious crime | New Labs established in Edinburgh & Aberdeen already positively impacting on casework Introduction of Forensic Operation Lead role – more joined up approach to complex, multi discipline casework | Overall Progress |
| otential improvement n detection and prevention of crime as result of faster elivery of intelligence esults. | Measurable impact to be confirmed with partners | 30% |
| mproved compliance vith COPFS target lates to enable faster ustice. | Compliance with COPFS target dates increased by 10% on 2019 baseline of 73% | Overall Progress |
| ore effective use of olice resource as a esult of improved esponse times for on-serious crime cene attendance. | Measurable impact to be confirmed with partners | |
| nhanced service elivery in erious/complex cases y providing a edicated senior cientific role. | Creation of Forensic Operations Leads Role Measurable impact to be confirmed with partners | |
| inhanced service lelivery resulting from nanagement structure with overarching case accountability aligned o partner needs. | Measurable impact to be confirmed with partners | |

| Our Communities | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--|
| Outcome | Delivered to date | Overall Progress | |
| Potential improved perception and increased confidence in the criminal justice system resulting from improved attendance at acquisitive crime scenes. | Since introduction of the National Tasking Unit 90% of Scenes are now attended within 24 hours Measurable impact to be confirmed with partners | Overall Progress | |
| Possibility for earlier detection and potentially prevention of the escalation in recidivist criminality resulting from faster delivery of intelligence results. | Skill development of Examiner & Senior Analyst roles to provide intelligence reports at investigative stages Measurable impact to be confirmed with partners | 30% | |
| Potentially improved protection of innocent individuals as a result of faster justice | Since introduction of the National Tasking Unit 90% of Scenes are now attended within 24 hours | Overall Progress | |
| | Compliance with COPFS target dates increased by 10% on 2019 baseline of 73% | | |
| | Reduction in case turn round times for volume acquisitive crime (down from 102 days in 2019 to 44 days January 2025) | | |
| | Measurable impact to be confirmed with partners | | |

2.4.3 Work is ongoing with partners to define appropriate measures to evidence the tangible impacts of improved service delivery for our partners and the communities we serve.

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 <u>are no</u> 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 <u>are no</u> 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 <u>are no</u> equality implications in this report.

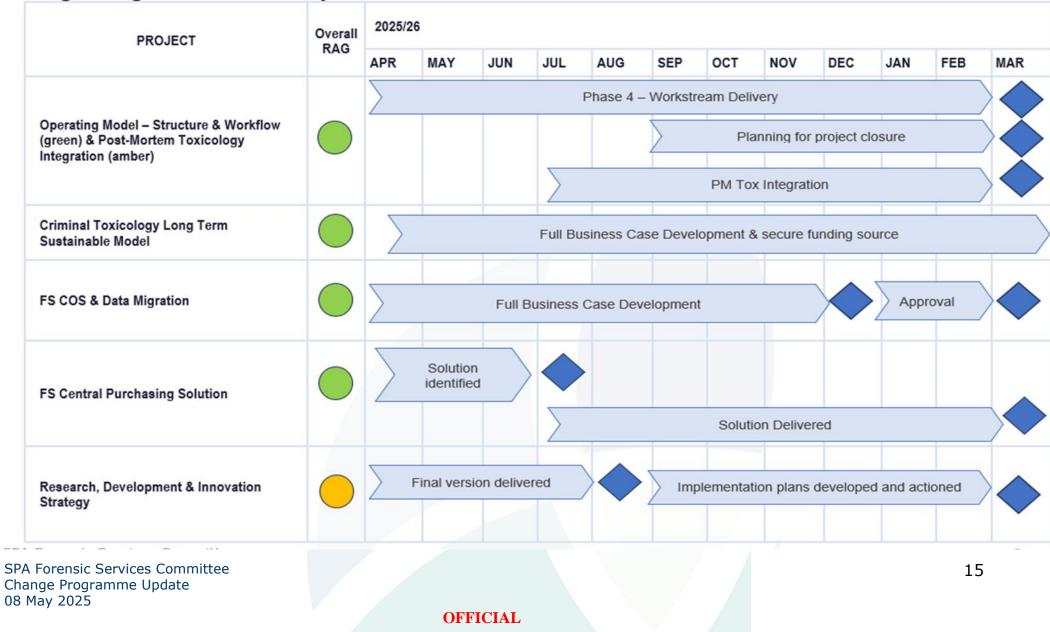
10. ENVIRONMENT IMPLICATIONS

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

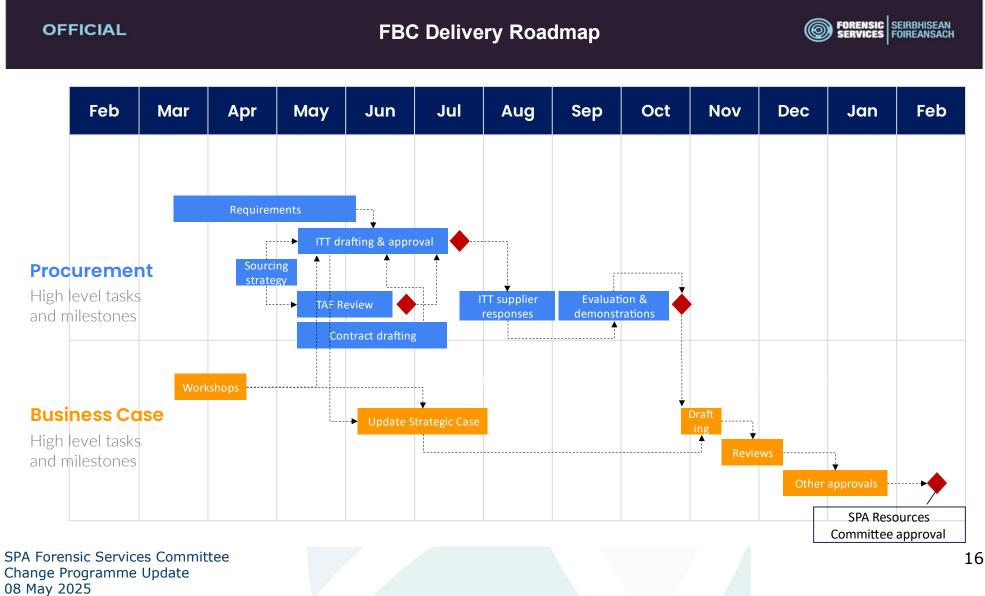
RECOMMENDATIONS

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

Appendix A Change Programme Road Map



OFFICIAL Appendix B FS COS & Data Migration Timeline



OFFICIAL Appendix C – Long Term Sustainable Model for Criminal Toxicology

Next steps

The Initial Business Case identifies how Forensic Services could meet future criminal toxicology demand and provides indicative costings.

