SCOTTISH POLICE AUTHORITY

Meeting	**Forensic Services Committee**
Date	**24th October 2022**
Location	**MS Teams**
Title of Paper	**Forensic Services Change Programme Update**
Presented By	**Joanne Tierney, Head of Change & Development, SPA Forensic Services**
Recommendation to Members	**For Discussion**
Appendix Attached	**No**

PURPOSE

To update members on the progress of:

- The Forensic Services Change Programme

`

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

<div style="border:1px solid black; padding:4px; display:inline-block">

Agenda Item 3.1

</div>

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. It 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:
   - 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 in order to advance forensic science
   - o We work collaboratively with partners to serve the needs of the public & criminal justice in Scotland

1.3. The Change Programme builds upon our successful crime scene to court operating model and delivers key outcomes to leave us best placed to deliver on our strategic outcomes as detailed above. The current change programme projects are:

   - o New Operating Model Project;
   - o Access to Laboratory Services Project;
   - o Deployment of Scene Examination Project;
   - o Core Operating System Project and;
   - o Data Migration & Governance Project
   - o Project Weaver (transition of Post Mortem Toxicology from University of Glasgow to Forensic Services)

1.4. 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 which is fully aligned to our strategic objectives and the wider needs of the criminal justice system in Scotland.

SCOTTISH POLICE AUTHORITY

Agenda Item 3.1

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. Professional Development

2.1. The established Management Development Programme continues to be delivered to managers within Forensic Services, including 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.

2.2. Our external partner Taylor Clarke Consultancy Limited continues to deliver coaching support which underpins the successful integration of the new members of the Senior Management Team following the recent restructure.

3. Value of Forensic Science

3.1. SPA Forensic Services is committed to working with our partners to ensure that we collectively maximise opportunities for forensic science outcomes to add real value in the prevention, investigation and detection of crime and non-crime incidents. The inaugural Forensic Science Value Working Group was held on 27th May 2022, with representation from the SPA Board, Police Scotland, Leverhulme Research Centre, Abertay University/ SIPR and Forensic Services.

3.2. Further work is planned for later this year and will be facilitated by the University of Dundee Leverhulme Research Centre which will develop the key themes of "Demonstrating Value" discussed at the previous Forensic Services Committee meeting on 8th August.

4. Continuous Improvement

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

4.1. The Forensic Services Change and Innovation Board and Forensic Services ICT Board are now well established, and the priorities for 2022/23 are progressing. The priorities align with the Forensic Services Strategy and the change projects outlined in paragraph 1.3.

5. Change Programme Update

5.1. The final outcome of the consultation activity associated with transition to our new operating model, was presented at the JNCC meeting on 25th August and has now also been shared with all staff. The drawing to a close of the consultation process represents a significant milestone both for the change programme and for our people. The support and extensive engagement of our partners and union colleagues throughout the process has been invaluable in allowing us to reach this significant milestone and leaving us best placed to move forward together to the implementation phase.

5.2. Although two of the projects continue to show a RAG status of green the overarching Programme status remains at amber due to the ongoing impact of the increased consultation timeframe, recruitment phasing and integration to programme implementation planning for the recently recommenced Core Operating System and Data Migration & Governance projects. Further detail on the individual projects is provided in Section 6 below.
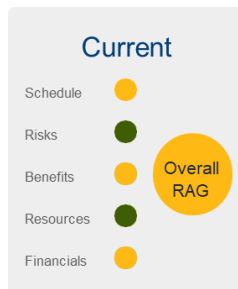
6. Project Updates

6.1. Operating Model

Our new operating model seeks to build on our successful crime scene to court model in a way which allows for a swift co-ordinated response delivered at pace across the criminal justice system, especially in relation to volume crime, and fully aligned to our strategic objectives as defined in section 1.2 above.

Specifically our new operating model will create a smarter, faster, more effective service that further increases the value Forensic Services can bring to our partners through:

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

OFFICIAL

SCOTTISH POLICE
AUTHORITY

- 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

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

OFFICIAL

**SCOTTISH POLICE
AUTHORITY**

6.1.1. Current RAG Status

6.1.2. Summary of Progress since last Forensic Services Committee

6.1.2.1. Consultation

- Final outcomes of consultation activity as presented to JNCC on 25th August were well received with no issues raised.
- Consultation process now considered as formally closed and all staff have been informed of outcome.

6.1.2.2. Implementation

Implementation planning work is ongoing as we seek to transition to our new ways of working as expediently as possible, while ensuring we continue to deliver our core business to the standards required. Our overall project plan remains on target for delivery Q3 2023/24 as per previously shared plans but the phasing of some components has been impacted by the extension of the consultation timeframes. The project plan (see 6.1.2.4) has been amended to reflect this.

6.1.2.3. Recruitment

Following on from the conclusion of the consultation activity and senior management team restructure, we have now commenced recruitment for some of the key roles required to support the transition to the new operating model. A phased approach will be adopted to deliver on the implementation plan whilst providing the required resilience to protect our business as usual activity.

SCOTTISH POLICE
AUTHORITY

6.1.2.4. Operating Model - High Level Project Plan

Key Activity		2022/23				2023/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staff Consultation									
Structure, Processes & Protocols Design									
New Model Recruitment									
New Management Structure									
New Senior Scientific Structure & Posts									
New Operations Support Posts									
New ways of Working	Search & Recovery - Scenes								
	Search & Recovery - Lab								
	Analysis								
	Reporting								

6.2. Deployment of Scene Examination

The project will establish a cohesive and joined up national approach to the deployment of our scene examination resources across the country. The national deployment model will maximise the flex of scene examination resource across our Search & Recovery capabilities to deliver a more responsive service for our partners and the wider public.

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
- A national Scene Tasking Unit to support delivery of the above

6.2.1. Current RAG Status

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

6.2.2. Summary of Progress since last Forensic Services Committee

- Recruitment of Scene Deployment Tasking Unit staff is nearing completion. Aim is for successful candidates to join the organisation as soon as possible to facilitate effective training and maximise business readiness for day one go live.
- Training package development continues to progress well to ensure effective on-boarding of new staff.
- Software changes (Evidence Management System and Pronto) remain on track for scheduled introduction into current processes in October 2022.
- Appropriate accommodation space has been identified at the Forensic Laboratory, Rushton Court, Dundee. Scoping and costing activity of work required for set up in progress and within the scope of the 2022/23 budget.
- Internal business readiness sessions are being scheduled with managers and staff.
- Engagement is continuing with partners to ensure clarity and effective implementation of the national Tasking Unit processes across Forensic Services and Police Scotland.
- Due to the extension of the consultation timeframes and associated mitigation activity some minor slippage in project plan milestones as reflected in the project plan at 6.2.3 below.

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

6.2.3.   Project Plan

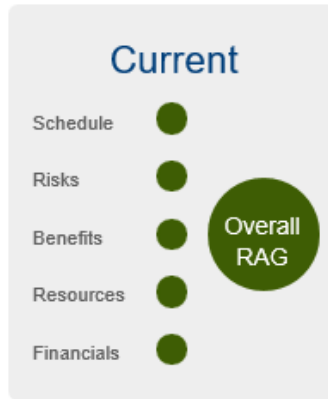| Key Activity	2022/23									2023/2024
	July	August	September	October	November	December	January	February	March	Q1
To-Be Process Design and Agreed	■									
Define testing Team for SRMM & Pronto changes		■								
Receive Pronto Changes/ Amendments			■							
Test and Learn of SRMM/Pronto			■	■						
Analyse the Test and Learn (Changes Go-Live)				■						
Tasking Unit Recruitment	■	■	■	■	■	■	■			
Accomodation work to accommodate Tasking Team		■	■	■	■	■				
Development of Training Materials/SOP			■	■	■	■	■			
Tasking Team staff in place by Feb 23								■	■	
Tasking Unit Staff Training								■	■	
User, Stakeholder & Business Readiness Review								■	■	
Post Implementation Review Plan									■	
STU Go-Live/Handover to BAU										■

6.3.   Access to Laboratory Services

The project aims will revise the mechanisms by which requests for forensic analysis and reporting activity are received into Forensic Services. The revised requesting format will provide greater clarity on submission to ensure that scientific staff are equipped with the necessary information required to deliver independent, impartial and informed forensic strategies in support of the criminal justice process across Scotland.

Specifically the project objectives are:

- 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
- To provide partners with appropriate scientific guidance to aid and support effective and efficient decision making when submitting requests for forensic analysis and reporting activity.

Current RAG Status

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

Current

Schedule ●

Risks ●

Benefits ● Overall RAG

Resources ●

Financials ●

6.3.2. Summary of Progress since the last Forensic Services Committee

- Final version of the revised submission request format has been agreed by partners and internal stakeholders. Now progressing through the COPFS approvals process.
- SPA FS Senior Management Team continue to engage with partners in finalising the MoU framework.
- Operating model dependencies and new ways of working, such as the transition to centralised provision of manual DNA activity at 2 of our sites, are also being mapped in the context of a more streamlined approach to accessing our laboratory processes.
- Project engagement with relevant business leads continues to provide process mapping outputs in support of the access to lab activity.

6.3.3. Project Plan

Key Activity	2022/23												
	April	May	June	July	August	September	October	November	December	January	February	March	Q1
Test & Learn Readiness	■												
Agree SFI document	■												
Test and Learn Comms	■												
Create Guidance Documentation	■												
Test and Learn Weeks 1-8	■	■	■										
Weekly Reviews of Test & Learn	■												
Test and Learn Full Review			■	■									
Document and Process Sign-Off				■	■								
Awareness Guides					■	■							
SFI Readiness Review						■	■						
SFI Form Go-Live										■	■		
Gateway fully working and being monitored											■	■	■

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY
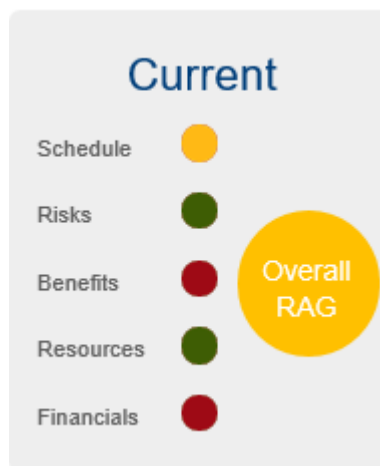
6.4. Data Migration and Governance

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. 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.

We will be working closely with our partners and information compliance specialists to ensure project deliverables meet both legislative requirements and information compliance standards.

Specifically the project will deliver;

- Increased compliance of GDPR / Data Protection Act 2018
- Cleansed data – potential to improve system speed and efficiency with systematic weeding and retention rules
- A robust logging procedure to comply with legislative requirements
- Improved access of legislatively compliant data and information within new Core Operating system.

6.4.1. Current RAG Status

6.4.2. Summary of Progress since last Forensic Services Committee

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

- The final version of the project brief was approved at the FS Change Programme Board on 27th September.
- The project team will now proceed with development of the Initial Business Case (IBC) for subsequent approval.
- Cataloguing of all Forensic Services systems is now complete.
- Tactical group established with representation from Police Scotland Digital Division, SPA Information Management and Forensic Services to develop a tactical solution for the prioritisation of system weeding, logging and auditing activities.
- GDPR risks have been captured and highlighted in the Corporate Risk Register.
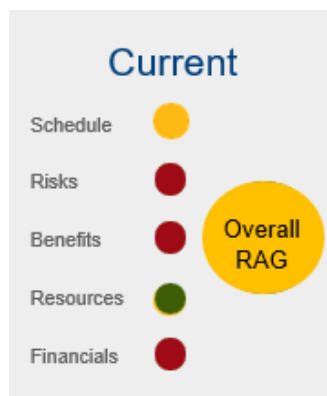- Project plan with timeline to be developed.

6.5. Forensic Services Core Operating System

6.5.1. The Forensic Services Core Operating System (COS) project will ensure that Forensic Services has an improved, fit for purpose core operating system which underpins the successful delivery of the business benefits associated with implementation of our new operating model.

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.

Specifically the COS solution will;
- Facilitate more streamlined and efficient processes for capturing, storing, managing, recording, auditing and sharing of case related material and examination activity
- Enable faster processing and, where applicable, automation of case reporting through a system which has improved performance capacity to manage real time sharing of examination outcomes.
- Deliver improved flexibility of integration with current and future forensic services systems and instruments without impacting system performance
- Facilitate the collation, generation and reporting of management information to better support our demand management and performance measurement frameworks

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

6.5.2. Current RAG Status

6.5.3 Summary of Progress since last Forensic Services Committee

- Project Board established and relevant business lead identified to support progression of scheduling – RAG status move from red to amber
- Review of previous business analyst activity on stakeholder requirements in context of new operating model which are now more clearly defined supported the development of key design principles for the COS.
- Development of design principles was more in depth than anticipated so submission of Initial Business Case (IBC) delayed. IBC submission now planned for the December Forensic Services Committee meeting.

6.6   Project Weaver (Post Mortem Toxicology)

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 includes 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 Forensic Services.

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

6.6.1 Current RAG Status
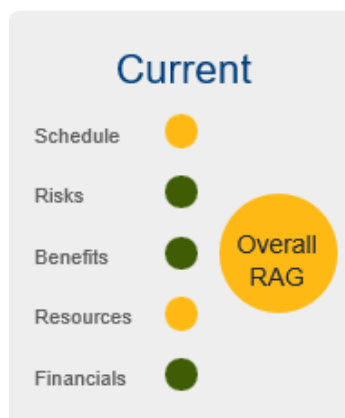
6.6.2 Summary of Progress since last Forensic Services Committee

- The project is on track to transfer the service at the planned go-live date of 1st December 2022. This includes the TUPE transfer of all staff to SPA Forensic Services and the delivery of a Post Mortem Toxicology service from day 1 that meets the requirements of COPFS.

7. FINANCIAL IMPLICATIONS

7.1. 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.

7.2. It should be noted that there will be implications on the delivery of benefits associated with the change programme should the revenue budget for next financial year and beyond be based on flat cash. Further analysis will be undertaken to provide information one the budget position is confirmed. It is also dependent on the availability of capital investment funding in line with the project timeframes.

SCOTTISH POLICE
AUTHORITY

8. PERSONNEL IMPLICATIONS

8.1. All staff have now been informed of the outcomes of the consultation process and counterproposal activity.

8.2. As we move forward to implementation of the new operating model and begin the associated recruitment 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.

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. 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.

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022

SCOTTISH POLICE
AUTHORITY

14.   ENVIRONMENTAL IMPLICATIONS

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

RECOMMENDATIONS

Members are requested to note:

- The progress of the Forensic Services Change Programme

Forensic Services Committee
Forensic Services Change Programme Update
24th October 2022