



Meeting	Forensic Services Committee
Date	1st February 2023
Location	Via MS Teams
Title of Paper	Project Weaver – Progress on implementation
Presented By	Gary Holcroft, Head of Function, Forensic Services
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To update Members on the successful transition of Post Mortem Toxicology services from Glasgow University to SPA Forensic Services (Project Weaver).

1. BACKGROUND

- 1.1. The purpose of the Project Weaver (the project) is to transition successfully Post Mortem Toxicology services from the University of Glasgow (UoG) to Scottish Police Authority (SPA) Forensic Services (FS) and embed the transitioned service as a Scottish Government fully-funded and integrated SPA FS business as usual function.
- 1.2. Integration of Toxicology with Forensic Services enables:
 - A holistic forensic response to Police Scotland and COPFS;
 - Real-time integrated intelligence;
 - A single point of co-ordination to support drugs deaths initiatives;
 - Enhanced career opportunities for existing and transferring staff.
- 1.3. By July 2021 there was agreement for the go-live date to be 1st December 2022 with the University of Glasgow and COPFS agreeing to extend their contract until 30th November 2022. In addition a financial model was refined, submitted and agreed with Scottish Government for all planned expenditure for 2021/2022 financial year.
- 1.4. A business case for the proposed new premises at Junction 24 Business Park, Govan, Glasgow, was submitted and approved by Scottish Government.
- 1.5. Given that assurances were in place regarding funding, location and the overall timeline of the project, a formal announcement was made on 9th July 2021 by Scottish Government.

2. SUMMARY

- 2.1 The delivery of Post Mortem Toxicology services has been a joint project with Forensic Services and Police Scotland working together to implement this service for COPFS. The project has been structured around the following work-streams: Estates; Procurement; ICT; HR/Legal; Communications; Finance; and Forensic Services. Project Management has been provided by an external provider.
- 2.2 The project has now been successfully delivered and 23 staff transferred via TUPE transfer on 1st December. This is major

achievement given the high degree of complexity involved in Toxicology and the challenges of delivering to a fixed date.

- 2.3 The successful delivery of this project is a superb example of the benefits of partnership working with Scottish Government, Police Scotland, Scottish Police Authority, COPFS, University of Glasgow, Trades Unions and our external Project Management provider, all working effectively to achieve the common goal.

FURTHER DETAILS

Laboratory Mobilisation and Transitional arrangements

- 2.4 A key part of the laboratory mobilisation has been the development of the scientific methods and their validation on the three main scientific instruments along with the appropriate documentation in our Quality Management System. Excellent progress has been made and it is anticipated that all will be completed and signed off in January 2023. In addition the remaining laboratory infrastructure work is fully in place including all Health and Safety aspects. This will enable the laboratory to be fully operational by the end of January 2023. This is a major achievement given the complexities of Toxicological methods.
- 2.5 In parallel with the scientific methods development specialists within the Digital Division within Police Scotland have successfully ensured that all scientific instrumentation is networked on the Police Scotland IT network. This has been subject to extensive dialogue and engagement between the two key equipment manufacturers and the key scientists. This has been pioneering work and a major achievement given the complexities and credit is due to all involved including the Digital Specialists and the Digital Project Lead in particular.
- 2.6 In addition the Digital Division have also ensured that the CaRRS case management system (used to support the delivery of Post Mortem Toxicology at the University of Glasgow) has been successfully migrated across to SPA and has been used from the date of transfer. In addition, there has been a successful data migration that preserves the data set used to provide statistical data to Scottish Government and other key stakeholders.
- 2.7 At the date of transfer no backlog of cases was inherited by SPA Forensic Services and to support the transition our outsourcing

partners have continued to deliver cases to the requirements of COPFS. To provide further resilience for urgent and priority cases an agreement has been made between COPFS and NHS Grampian. This support will continue for the next few months whilst the new laboratory reaches optimum capacity. This has all been modelled and an agreement has been reached with COPFS and the Pathologists that the maximum TRT for cases during this period will be 8-9 weeks but that by mid-March this will be back to 5 weeks.

People

- 2.8 Formal engagement with the Trades Unions (from both the University and SPA) along with the University of Glasgow has continued throughout the latter stages of the project via the JNCC sub group. Excellent progress has been made and the University completed formal consultation with their staff on 18th November and no issues were raised. Vetting of all the transferring staff was also completed ahead of go live and all successfully passed.
- 2.9 All the key HR activities for new staff were successfully completed ahead of go live such as payroll, Scope build and PSI numbers and a comprehensive EQHRIA has been also been completed, shared with Trades Unions and other parties. In addition a comprehensive staff handbook was prepared for the new staff that clearly outlines what their Terms & Conditions are and what policies apply in SPA FS and how they can access information or make claims etc. This is also been made available to all appropriate HR staff to ensure the right advice is given going forward.
- 2.10 A comprehensive Staff Induction Programme has also been delivered covering all aspects including information security, ICT policies, quality system, health and safety, and the site operating procedures were covered. This has proved highly successful in terms of integrating the new staff within SPA Forensic Services.

Going forward

- 2.11 An end of Project report is being prepared along with a post implementation review and these will be documented over the coming weeks. This has been a highly successful project but there are a number of key learning points for similar projects and also for business as usual operational activity.
- 2.12 Work is continuing to finalise the development plan that covers the next phase post 1st December 2022 through to November 2023

covering the accreditation aspect and also further method development and service improvement. The first part of this is a UKAS visit scheduled for 28th – 30th March 2023. This will also include linking in with the work from the Forensic Services Committee that relates to the Drugs Driving Toxicology work.

- 2.13 Future management information reporting for the Post Mortem Toxicology services will be encompassed within the reports provided by Forensic Services in line with the Police and Fire Reform (Scotland) Act 2012.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report. The project was delivered within the expected cost range and has been funded by Scottish Government.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report given that all the staff have successfully transferred to SPA Forensic Services.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report given the successful transfer

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report given the project was delivered on time and to budget. In addition, there has been a successful data migration that preserves the data set used to provide statistical data to Scottish Government and other key stakeholders.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to note:

The successful delivery of Project Weaver to the planned 'go-live' date of 1st December 2022. This represents the culmination of some excellent partnership and collaborative working across all the organisations and given the complexity of Toxicology this represents a major achievement. Attention is now focused on business as usual and ensuring delivery against the service agreement with COPFS and also readiness for the first UKAS accreditation visit at the end of March 2023.