



<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>6 August 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Forensic Services 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>Change Programme Road Map</b>

**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
- Data Governance Project.
- Research, Development & Innovation (RDI) strategy design, prioritisation & delivery.

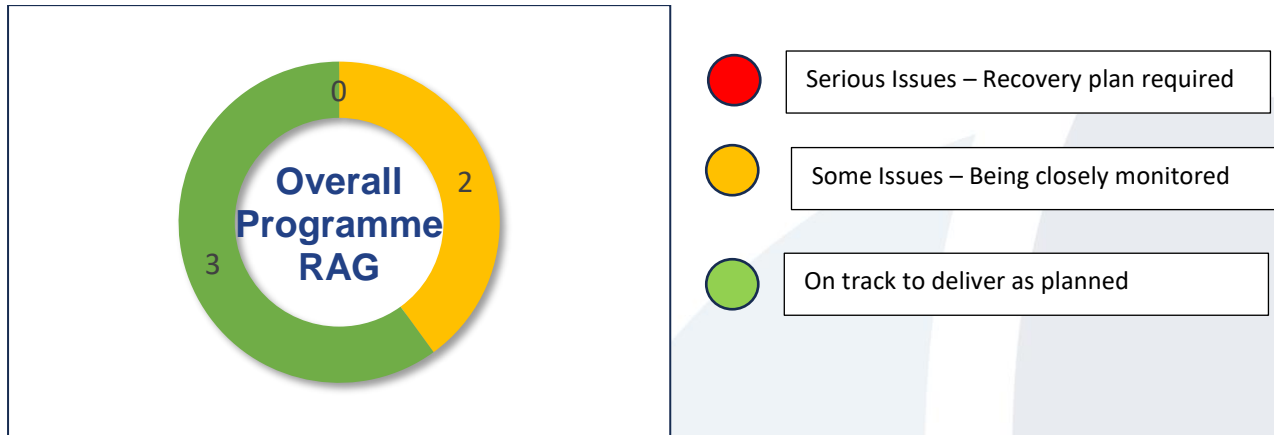
1.3 Change programme activities also include: (a) oversight & reporting of benefits realisation associated with projects; (b) oversight of response to post implementation review activity and associated recommendations.

1.4 Effective engagement with our people and collaboration with our partners remain critical success factors for our change programme 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

### 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.
- The Change Programme continues to track green for most key milestone activity:



- The Data Governance project is currently tracking amber. This is due to delays in supplier response to system requirements for compliance with the Data Protection Act 2018. Once responses are received a revised timeline for delivery may be required.
- The FS COS & Data Migration project is currently tracking amber pending completion of the requirement consolidation activity and confirmation of the procurement sourcing strategy. Actions have been prioritised to facilitate finalisation of the project timeline.
- All others remain on track for delivery against milestone targets.

### 2.2 Programme Delivery Headlines:

- **Operating Model – Post-Mortem Toxicology:** The previous Project Weaver was successful in delivering the transition of the Post Mortem Toxicology service from the University of Glasgow to SPA Forensic Services in December 2022. Following this successful transition, our focus is on realising the longer-term benefits of an overarching, integrated Toxicology service with initial focus on the operational resilience across both the Post-Mortem and Criminal Toxicology areas within Forensic Services. The Change Team will assist with the project governance in relation to this activity.

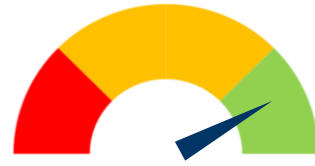
## OFFICIAL

- **Operating Model:** Final line management structures are in place across Forensic Services. Workflows optimising the benefits of our new structure and reflecting key elements of our operating model design have begun to be implemented.
- **Operating Model:** The fit out of our search and recovery laboratories in Aberdeen and Edinburgh have been completed with work ongoing to fully introduce the services at these sites. This will include accreditation activity.
- **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. Activity is focused on consolidation of requirements, system impact assessment and timeline for the submission of the FBC through the appropriate approval processes.
- **Change Programme Resource:** Over the previous year the programme had faced significant resource challenges, with the loss of key specialist change personnel. The resource challenges did impact on the pace of delivery of a complex and demanding change portfolio, however phasing of key activity allowed us to deliver on prioritised outcomes, especially for our operating model project. In the past few weeks, we have welcomed the addition of a full-time programme manager, project manager, business change analyst and portfolio management officer to the change team.

## 2.3 Project Updates:

### Operating Model – RAG status

#### 2.3.1 Operating Model

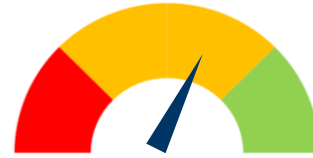


**We remain committed to implementation of our new operating model, as far as possible within financial constraints, seeking to minimise impact to our people as far as possible whilst maintaining service delivery.**

- Resource, and financial challenges, have impacted upon the pace of implementation, however, we continue to make progress with our phased approach for transitioning to our new operating model.
- All staff have transferred to their new role profiles, with the introduction of new Capability Team Manager roles and Forensic Operations Lead roles.
- We delivered the complete transition to our new line management structure, inter-discipline teams in a number of areas and initial workflows to maximise early opportunities for whole case management.
- Further work is ongoing to optimise workflows and case routing across the organisation.
- One of our key priorities is making sure our leadership teams and managers feel fully supported and inspired to drive forward the cultural changes needed to underpin our new operating model. To help facilitate this an Operational Management Framework and accompanying training programme, will be rolled out over the forthcoming months. This programme will build upon our key messages of empowered leadership, swift and effective decision making at the right level in a people and performance-focused culture.

### 2.3.2 FS COS & Data Migration

#### FS COS & Data Migration RAG Status



**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.**

- The Project is currently tracking amber pending further requirement and dependency inputs to the revised timeline for FBC delivery.
- Project Scope has been confirmed as per the master scope document which has now been baselined.
- Technical Solutions Architect resource has been confirmed to allow work on technical requirements to commence.
- A Sourcing Strategy developed by Police Scotland Procurement and Project Plan are currently under review by the Project Board

### 2.3.3 Criminal Toxicology – Long Term Sustainable Model

#### Criminal Toxicology – Long Term Sustainable Model RAG Status



- Working group has been established to develop an Initial Business Case (IBC) exploring options for a long-term sustainable model with good progress being made.
- Engagement with Police Scotland and Crown Office Colleagues as well as subject matter experts is underway to consider forecasting of future demand and technology to inform IBC options.

### 2.3.4 Data Governance

#### Data Governance RAG Status



**Our Data Governance project will deliver robust data management processes to ensure full compliance with legislative requirements (split into two work streams, Data Protection Act and GDPR).**

- A reduction in file size retention against the identified categories are being seen across Forensic Services.
- The data management framework for GDPR compliance continues to be successfully rolled out across the organisation.
- Transition to business-as-usual monitoring of data governance has commenced.

### 2.3.5 RDI Strategy Design, Prioritisation & Delivery

#### RDI Strategy RAG Status



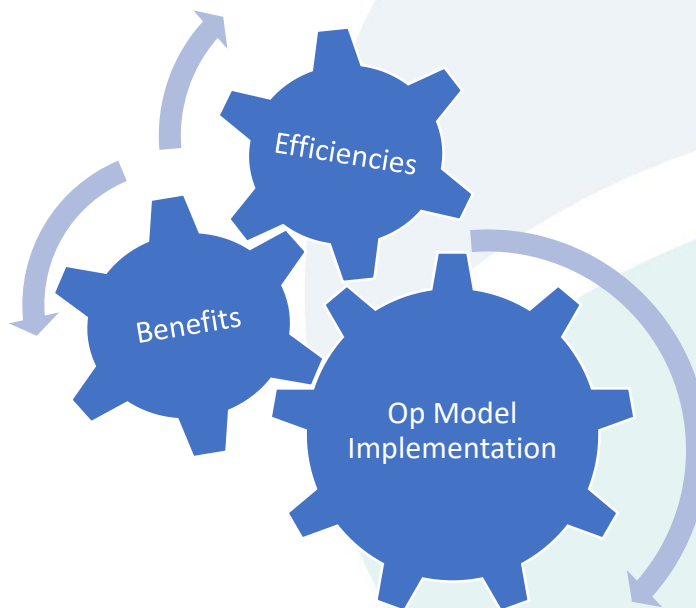
**Our RDI Strategy including stakeholder engagement & prioritisation process will ensure that the research & innovation that is planned & delivered meets strategic objectives across the Justice System.**

- Work continues to develop our FS Technology Road Map. An “as is” picture of our current technology, including contract/end of life status has been completed. Next steps will be market scoping of currently available technology and horizon scanning for next generation developments to inform our “replace, upgrade, renew or innovate” approach within the RDI Strategy.
- The RDI stakeholder analysis has been completed and will support the planning of insight sessions with stakeholders to discuss first draft of the RDI strategy.
- The Value of Forensic Science Researcher is now in post. This work focuses on the value of forensic science across the justice ecosystem with an alignment to the work on Violence Against Women & Girls.

## **2.4 Benefits Realisation, Investment and Business Readiness for Change**

2.4.1 In spite of approval of the Full Business Case (FBC) for the new operating model for Forensic Services there was insufficient funding available within 2023/24 to provide the upfront investment required to implement the new model at pace and in line with the timescales in the Full Business Case. To make progress with the implementation an efficiencies plan was developed to identify savings within Forensic Services to allow the priority elements of the model implementation to progress.

2.4.2 As part of the budget discussions for 2024/25, Forensic Services have agreed not to progress further implementation of the model that requires additional investment in the revenue budget for the organisation. To make further progress Forensic Services must continue to work on delivering efficiencies and maximise the benefits that are being delivered through the changes undertaken to date. Where year-on-year-savings can be identified this will allow the further elements of the model to be implemented.



<b>Benefit Status Summary</b>
<b>0</b> Benefits have not been realised
<b>8</b> Benefits show progress and continue to be monitored
<b>9</b> Benefits have been realised

### Cashable Benefits Realised to date:

- Rationalisation of Search & Recovery roles = £900K
- Centralisation of DNA manual processing to SCC and Dundee = £53K to date
- Rationalisation of Search & Recovery Scene Offices = £88k saving on logistics costs.



## 2.5 Deployment of Scene Examination Post Implementation Review Activity

2.5.1 The Forensic Services Deployment of Scene Examination Project was introduced to review and redesign how Search and Recovery capability at the crime scene is assessed, prioritised, and delivered. The National Scenes Tasking Unit was established as part of the redesign process, aimed at delivering a more efficient and effective model for resource allocation.

2.5.2 With the Scenes Tasking Unit established, we invited the Metropolitan Police Forensic Services to carry out an independent review to:

(a) review the activities of the Scene Tasking Unit and the process of Deployment of Scene Examiners, and

(b) to offer constructive feedback to assist Forensic Services with improving the delivery of service to Police Scotland.

The subsequent report was presented to Forensic Services in March 2024 with 18 recommendations.

2.5.3 A post implementation review (PIR) of the Deployment of Scene Examination project was also carried out by colleagues in Police Scotland Portfolio Assurance Team and the PIR report was submitted to Forensic Services in June 2024.

2.5.4 Both reports highlighted positively the commitment and capability of Forensic Services staff across both the Scenes Tasking Unit and our Search & Recovery Scenes staff. The Metropolitan Police Report further said that:

*"SPA Forensic Services is renowned as an organisation which provides quality forensic science services to the people of Scotland with a comprehensive operating model 'from crime scene to court'."*

2.5.5 Both reports also referenced the positive relationships between Forensic Services and Police Scotland emphasising the value Police Scotland place on Forensic Services, with the Metropolitan Police Report commenting:

*"It is useful however to mention the positive comments of Police Scotland colleagues towards SPA Forensic Services, and the clear message that in complex, significant and major crime when 'things must work', SPA Forensic Services can be relied upon to deliver a first-class service".*

2.5.6 The PIR carried out by Police Scotland Portfolio Assurance colleagues identified 10 Lessons Learned.

2.5.7 A Short Life Working Group has been established within Forensic Services in response to these reviews. This group includes relevant stakeholders and partner representatives along with Trade Union colleagues. An action plan is being developed to map and monitor key improvement activity. Key themes are noted in **Appendix B**.

2.5.8 The review exercises have been extremely helpful. The establishment of a national Scenes Tasking Unit for the deployment of scene examination resource is unprecedented across Scotland. We are very much encouraged by the recognition of how much has been achieved so far by our dedicated and committed staff and welcome the endorsement of the Metropolitan Police Report:

*"The Tasking Unit is a relatively new unit and function, and this report describes a number of areas where we feel improvements can be made. We did not however find a system or function that appeared broken, or in need of urgent or comprehensive change. Our findings are focused on areas where intended improvements are yet to be realised, and on the efficiency and effectiveness of the unit and processes. Our recommendations are therefore based on improvements to the system, rather than more wholesale change or reversal of policy."*

2.5.9 Finally we very much appreciate the positive manner in which both Forensic Services staff and our Police Scotland colleagues engaged in the process. As evidenced in the Metropolitan Police Report

*"We found many things that were effective and of high quality. Without exception we found colleagues from both organisations engaged positively with the review, and shared views, comments, thoughts and ideas freely, and which were constructive and balanced throughout."*

### **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 in this report.

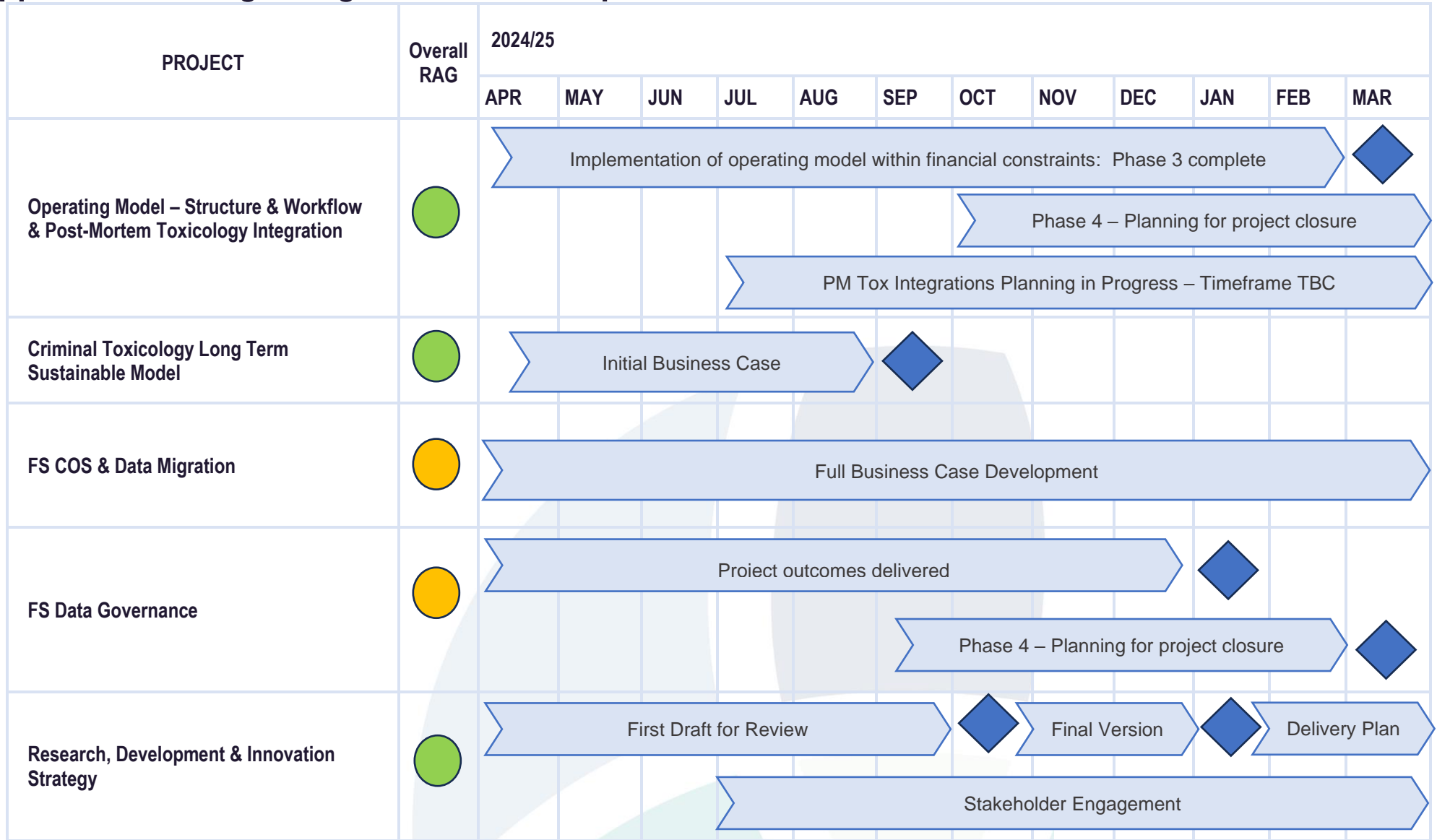
### **10. ENVIRONMENT IMPLICATIONS**

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



## Appendix B Deployment of Scenes / Scenes Tasking Unit Reviews- key recommendation themes

### Purpose

- precise terms of reference for Scene Tasking Unit decision making
- collaborative approach to training and shared learning
- more embedded understanding with partners on role of the Scenes Tasking Unit

### Efficiency

- improved use of technology in tasking process
- more clearly defined principles of prioritisation
- compliance with use of technology and provision of up to date information on resource availability (improved capability to be developed in FS COS)
- Scene Tasking Unit resilience and resource

### Effectiveness & Performance

- Capability Team Manager (CTM) access to value adding data to assess effectiveness of scene interventions
- consultation with end users to gather feedback
- effective monitoring of resource availability at team level is required however the absence of appropriate technology and resource does impact

### Risk Management

- consideration of risk associated with not attending a scene and appropriate management
- understanding the respective roles & responsibilities of the Scenes Tasking Unit and CTM in welfare monitoring and management
- consider opportunities for improved alignment via shift arrangements for CTM, Scene Examiners & Scenes Tasking Unit staff