SCOTTISH POLICE AUTHORITY

Agenda Item 4

Meeting	**Forensic Services Committee**
Date	**2nd February 2022**
Location	**MS Teams**
Title of Paper	**Forensic Services Change Programme Update**
Presented By	**Vicki Morton**
Recommendation to Members	**For information**
Appendix Attached	**Yes**

PURPOSE

To update members on progress on:

- The Forensic Services 2026 Programme

1.   BACKGROUND

1.1. The Forensic Services 2026 Strategy was approved by the SPA Board in May 2018. The approval of the Strategy gave the authority to start the programme work in addition to providing alignment and direction for the business as usual plans which include the continuous improvement activity.

1.2. In 2021, a refresh of the Strategy was conducted with the Forensic Strategy "Delivering excellence in forensic science for a safe and resilient Scotland" approved by the SPA Board in September 2021.

1.3. Our Strategy sets the vision, strategic objectives and outcomes of Forensic Services and the ongoing Change Programme is pivotal. The New Operating Model Project, Access to laboratory Services, Deployment of Scene Examination and Core Operating System / Data Migration Projects as reported previously to the Forensic Services Committee, are designed to deliver a strategic improvement in the delivery of services by our organisation to partners, as well as setting out the organisational developments required to enable the effective delivery of the strategy.

1.4. As an organisation we are now moving away from the term Forensic Services 2026, to Change Programme.

1.5. This paper sets out the Change Programme work which has been undertaken and which is under way to aide in the delivery of the Forensic Strategy.

2.   FURTHER DETAIL ON THE REPORT TOPIC

2.1   The change programme is made up of 5 projects, each at various stages:
- Operating Model Project (Planning stage)
- Deployment of Scene Examination (Planning stage)
- Access to Lab functions (Planning stage)
- Core Operating System (Initiation stage)
- Data Migration and Governance (Pre-Start Up stage)

Appendix 1 shows a high level plan for each project until the end of 2022, and an assessment of status.

2.2　The governance and approval process for the organisational change piece is currently being defined in terms of dates for discussion at JNCC, Forensic Services Committee and SPA Board to ensure the appropriate level of scrutiny and agreement on the way forward.

2.3　In relation to the organisational change associated with the Operating Model, Deployment of Scene Examination and Access to Laboratory Projects we are currently at the consultation and counter proposal stages of the process, with an emphasis on enhancement of the current proposals.

2.4　Fortnightly communications (with exceptions of Festive Holidays) have been issued to staff to keep them informed of progress. Regular engagements with Forensic Services Change Agent Network, Police Scotland P&D and Trade Unions are continuing with feedback enhancing the consultation process. This feedback is welcomed.

2.5　Resources within the Programme have increased since the last report and Forensic Services now has an improved and a substantial change function, supported by Police Scotland. With the appointment of the Programme Manager in January 2022, there is an opportunity to reassess current project and programme level plans and a further update will be provided in future reports.

2.6　The table below illustrates the work done and to be progressed:

Business Planning Phase 1	Work Done	Progress to complete
Continuous Improvement – Progressing HMICS Recommendations	• Work completed within the FS2026 programme has contributed to the closure of several of the HMICS recommendations, alongside those that are awaiting evidence review with HMICS • Two recommendations remain outstanding relating to: 　○ Development of a revised Memorandum of Understanding for forensic service provision 　○ Workforce and Demand Planning	• The Initial Business Case for the Core Operating System has now been approved by the Project Board and will seek to gain approval by the Programme Board • Whilst good progress is noted on the Strategic Workforce Plan there have been some delays due to staff movement within the SMT resulting in a revised

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	• Forensic Gateway staff are in place and the unit is operational
	
	• Forensic Systems Support Team is in place and operational
	
	• MOU for the process between Forensic Services and Police Scotland for the use of the UNIFI productions management process is in place
	
	• Full Business Cases have been APPROVED for the following projects;
	  • Operating Model
	  • Deployment of Scene Examination
	  • Access to Laboratory
		timescale for presentation of the initial draft to the Forensic Services Committee in April 22
		
		• MOU development work continues and is aligned with the workforce plan development, with the aim to go live in April 22

Forensic 2026 Strategy Development	• The Forensic Services Programme Board was held on the 28th September 2021 • The Forensic Services People Board has been established with the next meeting scheduled on 27th October 21 • The comprehensive Forensic Services People Plan that underpins phase 2 of delivery of the strategy was approved in the People Board and is now subject to the wider FS business planning process • The Programme Management Office has good support from Police Scotland however a growing number of vacant posts are proving difficult to fill • Denison Pulse survey to assess progress against the roadmaps produced last year in response to the organisational readiness for change assessment, has been completed	• Refreshed Forensic Services strategy approved by the SPA Board in September 21, a launch plan is under development to communicate this new strategy to staff and stakeholders (Q4 21/22) • The People and ICT plans for 21/22 are progressing with agreed reprioritisation of some ICT activities due to competing priorities / resource pressures. Preparatory work is ongoing to develop and agree plans for 22/23 with Police Scotland P&D and Digital Division. • Consultation phase of the Operating Model project commenced in October 2021, and will

	• The budget position for 2021/22 meets the requirements of the Programme • Further staff engagement for Fingerprints staff was completed as planned • Decision made not to introduce a further design authority at the current time following a review of programme governance • The People Plan activities have been agreed within the Forensic Services Business Plan that has now been finalised • Meetings with Police Scotland have been held to discuss the operational vision for the proposed Operating Model and impact on policing	run over a 6 month period. Counter proposals are being encouraged from our people. It is anticipated that the outcome of the consultation will be reported to April FS Committee and JNCC in May 22. • Further engagement with Police Scotland, including Divisional Commanders, is being planned for early 2022.
Infrastructure Development	• Work to improve performance of the main operating system is continuing • Revised roadmap has been developed in conjunction with Police Scotland Digital Division (previously ICT) to deliver on system performance improvements • Core Operating System Project IBC has now been approved by the Programme Board	• The core operating system project remains on hold pending the recruitment of a project manager, this role is expected to be filled by March 2022 after a period of vetting. • Some work on user and business requirements is continuing whilst recruitment is ongoing
Addressing critical resource gaps	• Phase 1 recruitment is complete • Phase 1 completion report was provided to the Forensic Services Committee in April 2020 • A revised corporate service provision dashboard performance report has now been implemented in conjunction with all areas of support provided by Police Scotland • Previous significant gaps in the Change Team have now been recruited:	• Full implementation of the revised internal governance process has now been completed and is operating effectively • Impact of the introduction of post mortem toxicology on critical support is under routine assessment including the ICT

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	Programme Manager, Senior Project Manager, 2 x Project Manager and 3 x Business Analyst roles • ICT and P&D resource requirements have been defined through the People and ICT plans	requirements associated with the case management system • The following vacancies remain:- - 1 x Project Manager - 1 x Business Analyst - Project Support Officer
Process Improvement	• Business continuous improvement initiatives running across the business • Work on better understanding utilisation and operational efficiency has started and this is an intrinsic part of the newly established Performance Board, with internal KPIs set to support service delivery • Drugs Driving Service now operational although demand / capacity imbalance remains	• Project underway to allow electronic processing of fingerprints this required some final approval through national governance relating to PNC and IDENT1 • New Time Recording system for Forensic Services has now been implemented with further phases of improvement starting in February 22 • New process for managing significant change projects within Forensic Services is being finalised and will be launched alongside the confirmed Business Plan
Management Information Reporting	• New style Performance Report provided to the FS Committee and SPA Board and this continues to develop • End of year review to be presented to the Forensic Committee and SPA Board • Automated dashboard reporting of management information has been implemented to all managers within Forensic Services through Advanced Analytics	• Development of further reports for discussion with partners will continue over the coming months • A new change reporting pack has been developed and implemented alongside the new internal governance framework

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	• Update of EMS technical layer has been completed • Forensic Services now represented in the Police Scotland Change Board allowing input into discussions around resource prioritisation	
Demonstrating Value	• Researching what value means throughout the criminal justice process and what it means for each partner • Research proposal was taken forward to the Forensic Services November 2018 Committee meeting • Value workshop held with partners in November 2018 • Recruitment of Forensic Gateway staff has completed	• MOU in the process of development • Working group established to develop the underpinning SOPs for the new processes following implementation of the MOU. SOPs in final draft. • Development of an approach to understanding, communicating and maximising the value of Forensic Science is a key objective to be taken forward in the 2022/23 Business Plan

2.7 All work is currently on track within agreed timeframes.

2.8 The Project Management Office (PMO) function has continued to work well, however, whilst significant resourcing gaps are starting to be fulfilled we expect a period of embedment for staff new to the role. Progress has been made with the appointment of a new Programme Manager, Senior Project Manager, 2 Project Managers and 3 Business Change Analysts. A critical gap remains for the Core Operating System Project where much of the activity has now been paused until a new Project Manager is successfully recruited, which we expect to be filled after March 2022.

2.6 Staff consultation on the organisational change proposals of the Operating Model, Access to Laboratory and Deployment of Scene Examination projects commenced in October 2021 following approval at JNCC. Group Consultation sessions were held in November, with Individual Consultations from December to January 2022. Counter-

proposals are also being encouraged from our people and these will be evaluated against set criteria and the outcome fedback to staff.

2.7 It is recognised that this is an unsettling time for many of our people and support from Senior Management Team, Managers, Change Agent Network and P&D has been a focus during this time with access to external support providers available. Ongoing dialogue with Staff Associations throughout the Programme, and particularly the Operating Model Project has continued.

2.8 Following Consultation and evaluation of counter proposals the final proposal will be presented to the Forensic Services Committee, SPA Board and JNCC.

3. FINANCIAL IMPLICATIONS

3.1. There are no additional financial implications associated with this paper other than those previously approved as part of the Forensis Services revenue budget for 2021/22. Funding approved in the Full Business Case has been requested to support delivery of the initial part of the second phase of the strategy in 2022/23. Continued delivery to plan is dependent on funding provision in subsequent years.

4. PERSONNEL IMPLICATIONS

4.1. As approval has been granted to start consultation, there are personnel implications, however these are dependent on the final outcome of the new operating model to be taken forward. Compliance with People Policies including SPA/ Police Scotland Organisational Change Policy and EqHRIA requirements is being ensured throughout the process.

5. LEGAL IMPLICATIONS

5.1. There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1. There may be long term reputational implications associated with this paper should the Forensic Services not meet the expectations as set out in the Forensic Strategy.

7. SOCIAL IMPLICATIONS

7.1. There are no direct social implications associated with this paper.

8. COMMUNITY IMPACT

8.1. 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.

9. EQUALITIES IMPLICATIONS

9.1. There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

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

RECOMMENDATIONS

Members are requested to note:

- The progress on the Forensic Services Change Programme to date

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Appendix 1:- High level Project plans and Status for key FS Change Programme

FS 2026 Project	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22

Operating Model Project
- FS Staff Consultations (Dec-21 – Mar-22)
- Implementation Planning (Jan-22 – Apr-22)
- To-Be structure and process analysis (Feb-22 – Oct-22)
- New Organisational Structure - Phase 1 (Nov-22 – Dec-22)
- SMT restructure (Mar-22)
- New Operational Management Structure (Apr-22 – Jul-22)
- Operational Support Roles (Phased) (Jul-22 – Sep-22)
- New Research, Development, and Innovation Structure (Nov-22 – Dec-22)

Deployment of Scene Examination Project
- FS Staff Consultations (Dec-21 – Mar-22)
- PM Handover (Jan-22)
- System Update- SRMM (Mar-22)
- Agreement of training Materials (Apr-22)
- Recruitment of Tasking Unit (May-22 – Jul-22)
- Staff Training (Aug-22 – Sep-22)
- Go Live (Nov-22 – Dec-22)
- Business rules and KPI measure agreement (Feb-22 – Mar-22)

Access to Lab Project
- FS Staff Consultations (Dec-21 – Mar-22)
- Test and Learn Planning (Jan-22 – Feb-22)
- Test and Learn (Feb-22 – Mar-22)
- SFI Signoff (Mar-22)
- Agreement of Training Materials (Apr-22)
- Go Live (May-22)
- Feedback from Go Live (Jun-22)
- Benefits Realisation (Jul-22 – Aug-22)
- MOU Staff Recruitment (Apr-22 – May-22)
- MOU Staff Training (May-22 – Jun-22)
- MOU Go / No Go (Jul-22)
- MOU Go Live (Jul-22)
- MOU Go Live feedback (Jul-22 – Aug-22)
- Forensic Science Awareness Document - Information Gathering (Mar-22 – May-22)

Core Operating System Project
- On Hold - No Resource (Dec-21)
- Initial Business Case Approval (Jan-22 – Feb-22)
- PM Handover (Mar-22)
- Full Business Case Write up and Approval (Apr-22 – Sep-22)
- Delivery Activity (TBC) (Nov-22 – Dec-22)
- User Story and Scenario analysis (Feb-22 – May-22)

Data Migration and Governance Project
- On Hold - No Resource (Dec-21)
- Project Brief (Jan-22 – Feb-22)
- Initial Business Case Write up and Approval (Feb-22 – Jun-22)
- Full Business Case Write up and Approval (Jul-22 – Sep-22)
- Delivery Activity (TBC) (Oct-22 – Dec-22)
- Business Analysis of Legacy Systems (Feb-22 – May-22)
- Data Analysis (Weeding and Data retention) (May-22 – Jul-22)
- Plan for data cleansing (Jul-22 – Sep-22)

	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22

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Operating Model Project

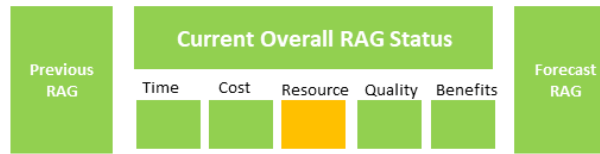| Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	

RAG Status Updated:
- Previous RAG status stated Amber for resource, which has been resolved with the recent additions to the programme team
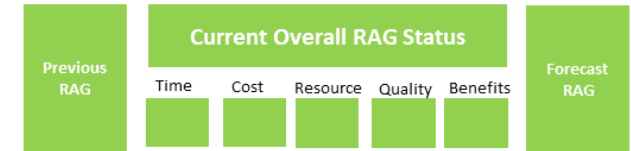
Access to Lab Project

Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	

Return to Green Actions:
- PSOS Change Team Approval to recruit 1 Business Change Analyst for this project. Recruitment underway.

SE Deployment Project

Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	

Emerging Risk:
- Vetting timescales to be considered as part of recruitment and go-live timescales (planned Q4 2022/23)

Data Migration and Governance Project
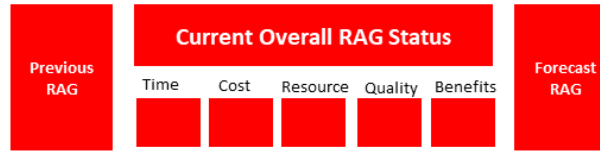
Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	

Return to Green Actions:
- Complete scoping exercise including legacy systems – Feb 22
- Review and prioritise scope – Feb 22
- Re-draft Project brief - Feb 22

FS COS Project

Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	

Return to Green Actions:
- User stories to be reviewed to define user requirements – Feb 22
- New Business Analysts to be trained/briefed – Jan/Feb 22
- Workshops with stakeholders to re-align resource – Feb/March 22
- Project Manager to start March 22

Project Weaver Project

Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	
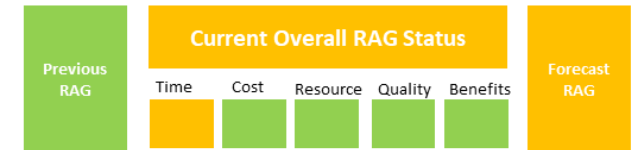
Return to Green Actions:
- Fit out contractor completion of works, March 22
- Expedite delivery and installation of main instruments, March 22
- Finalise secondee arrangements

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