



Meeting	Forensic Services Committee
Date	1 February 2023
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 progress of the Forensic Change Programme

1. BAKCGROUND

- 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 and 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;
- 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 in order to advance forensic science
 - We work collaboratively with partners to serve the needs of the public & criminal justice in Scotland
- 1.3.** The Change Programme projects build upon our successful crime scene to court operating model and deliver key outcomes to leave us best placed to deliver on our strategic outcomes as detailed above. The current change programme projects are:
- New Operating Model Project;
 - Access to Laboratory Services Project;
 - Deployment of Scene Examination Project;
 - Core Operating System Project and;
 - Data Governance Project
 - Project Weaver (transition of Post Mortem Toxicology from University of Glasgow to Forensic Services)
- 1.4.** Whilst there is an immediate focus on the above key projects our change agenda also seeks develop our current and future research and innovation activities into a co-ordinated Research and Innovation programme fully aligned to our strategic objectives.
- 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.

- 1.6 Professional Development:** The established Management Development Programme continues to be delivered to managers within Forensic Services. This programme outlines key expectations of managers on topics such as leading change, building high performing teams, giving feedback, coaching skills and priority management. As we move forward with the implementation of our new operating model, we are building bespoke year 1 management development plans for those who are transitioning from specialist scientific roles to line management positions for the first time as well as on boarding training for those colleagues who are new to our organisation.

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, with recent sessions focused on establishing the culture, values and behaviours associated with a high performing leadership team.

- 1.7 Value of Forensic Science:** 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 most recent meeting of the Forensic Science Value working group was held on 12 December 2022 at which possible next steps for dedicated research activity supported by the Leverhulme Institute were discussed

2. CHANGE PROGRAMME UPDATE

Although two of the projects continue to show a RAG status of green and remain on track for delivery, the overarching programme status remains at amber due to the ongoing financial uncertainty and subsequent impact on implementation planning.

2.1 Project Update - Operating Model

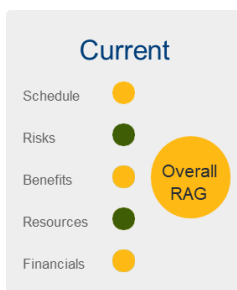
Our new operating model seeks to build on our successful crime scene to court model in a way which allows for a swift co-ordinated response delivered at pace across the criminal justice system, especially in relation to volume crime, and fully aligned to our strategic objectives as defined above.

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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:

- 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

Current RAG Status



Update since last Forensic Services Committee

The Recruitment of key management and technical roles, which underpin the successful delivery of our operating model, has been concluded, successful candidates notified and we continue to work with our PSoS People & Development partners for transition planning for the take up these new positions

Implementation activity continues to progress, as we seek to establish our new Search & Recovery, Analysis and Reporting capabilities as expediently as possible, whilst ensuring we continue to deliver our core business to the standards required. Our overall

project plan (see below) remains on target for delivery Q3 2023/24 as per previously shared plans but the phasing of some components has been delayed as we await final confirmation of the SPA FS Budget allocation. The project plan has been amended to reflect this.

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				█		█		
				█		█		
				█		█		
				█		█		

2.2 Project Update – Deployment of Scene Examination

Current RAG Status



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

Update since last Forensic Services Committee

The tasking unit remains on track for go-live Q4 2023/24 and effective engagement with internal and external stakeholders continues to ensure successful delivery and immediate positive impact of this project outcome. Recruitment for the relevant roles has been completed and training packages are in place to equip staff with the necessary skills & knowledge. Set up of appropriate accommodation for the Tasking Unit in Dundee is also on track for go-live Q4 2023/24.

2.3 Project Update – 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



Update since last Forensic Services Committee

The revised submission request process and accompanying documentation has now been approved by all internal and external stakeholders. The new request process is on track for go-live 31 January 2023 and appropriate communication and engagement plans have been delivered to ensure business readiness for implementation. Formal project closure reporting and mapping of benefits realisation will take place Q4 2022/23.

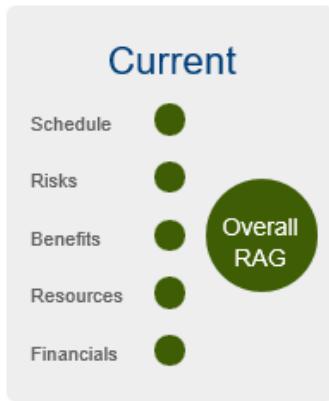
2.4 Project Update - Data Governance

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.

We continue to work 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, reduction in the opportunity for financial penalties and reputational risk.
- 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.



Update since last Forensic Services Committee

The initial business case (IBC) continues to be developed. Submission through the appropriate governance approvals is due to commence 2023.

2.5 Forensic Services Core Operating System

The Forensic Services Core Operating System (COS) project will ensure that Forensic Services has an improved, fit for purpose core operating system which (a) underpins the successful delivery of the business benefits associated with implementation of our new operating model and (b) addresses the performance impact to arising from business challenges and performance issues with the current system.

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;

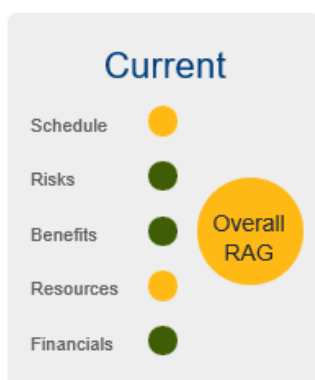
- Facilitate more streamlined and efficient processes for capturing, storing, managing, recording, auditing and sharing of case related material and examination activity
- Deliver the "fit for purpose" core operating system with the flexibility and capabilities critical for successful delivery of our new operating model
- 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

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- Facilitate the collation, generation and reporting of management information to better support our demand management and performance measurement frameworks

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.

Current RAG



Update since last Forensic Services Committee

The IBC is due for presentation at the February Forensic Services Committee and defines the options for consideration to be progressed to development of a full business case (FBC). Six options for consideration have been included in the IBC and members will be asked to approve options recommended for progression as referenced in the IBC. Options for consideration:

- (1) Do Nothing
- (2) Do absolute minimum to maintain the current operating system
- (3) Single stand-alone core operating system with no integration with FS applications & instruments
- (4) Single stand-alone core operating system & integration with FS applications
- (5) Single stand-alone core operating system & integration with both FS applications & instruments
- (6) Single stand-alone core operating system, full integration with FS applications & instruments and partner systems as applicable.

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/ 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