

Meeting	Forensic Services Committee
Date	8th August 2022
Location	MS Teams
Title of Paper	Forensic Services Change Programme Update
Presented By	Vicki Morton, Chief Operating Officer, SPA Forensic Services
Recommendation to Members	For information
Appendix Attached	No

PURPOSE

To update members on the progress of:

- The Forensic Services Change Programme

1. BACKGROUND

- 1.1.** The Forensic Services 2026 Strategy was approved by the SPA Board in May 2018, and in 2021, the refreshed strategy "Delivering excellence in forensic science for a safe and resilient Scotland" was approved (September 2021). The approval of the Strategy gave the authority to continue the programme of change activity in addition to providing alignment and direction for the business as usual plans which include the continuous improvement activity.
- 1.2.** Our Strategy sets the vision, strategic objectives and outcomes of Forensic Services with the ongoing Change Programme pivotal to the delivery of our strategy. The Change Programme consists of a number of key projects:
- New Operating Model Project;
 - Access to Laboratory Services Project;
 - Deployment of Scene Examination Project; and
 - Core Operating System / Data Migration Projects
- 1.3.** As of 1st April 2022 Project Weaver (the transition of Post Mortem Toxicology from the University of Glasgow to Forensic Services) moved under the Forensic Services Change Programme governance and is no longer under joint governance with Police Scotland. Continued collaboration with our Criminal Justice Partners, Scottish Government and the University of Glasgow are of course essential to successful transition of the services.
- 1.4.** As a result of the refreshed strategy, Forensic Services will now move away from the term Forensic Services 2026, to Change Programme.

2. Launch of the Forensic Services Strategy

- 2.1.** A plan for the launch of the Forensic Strategy has been developed which considers internal and external stakeholders. The strategy was launched internally at the Forensic Services Leadership Day at the end of April, and set the direction and key organisational priorities for 2022/23.
- 2.2.** Engagement with external partners continues to promote how Forensic Services supports the criminal justice sector and public confidence in Scotland. The launch of the refreshed SPA Forensic Services internet site will support further ongoing engagement with key external partners and stakeholders.

3. Professional Development

- 3.1.** The established Management Development Programme continues to be delivered to managers within Forensic Services, and is now being offered to 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.
- 3.2.** Since the last Forensic Services Committee, external partner Taylor Clarke Consultancy Limited has delivered one to one coaching support for the senior management team, facilitated management workshops on leading cultural change and provided support for the Forensic Services Change Agent Network. A contract is in place to continue this support during 2022/23.

4. Value of Forensic Science

- 4.1.** A key objective for the 2022/23 Business Plan is to develop an approach to understanding, communicating and maximising the value of forensic science. 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. Further detail on this topic can be found in the separate paper "Demonstrating Value".

5. Continuous Improvement

- 5.1.** 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 1.2.

6. Senior Management Team Restructure- Change Team

- 6.1.** As outlined in the Directors' Report, the new Senior Management Team appointments have been made, with the previous Interim Head of Strategic Change being appointed to the role of Chief Operating Officer.
- 6.2.** The new post of Head of Change and Development has also been successfully appointed with Joanne Tierney, previous Operations Manager within Forensic Services, taking up this post on 1st August. Joanne will lead the co-ordination and implementation of all programmes of change and transformation for Forensic Services, as well as being responsible for the delivery of the Research, Design and Innovation (R,D&I) Strategy. The R,D&I Strategy will be developed once the R,D&I Manager is appointed.

7. Change Programme Update

- 7.1.** As reported at the Forensic Services Committee meeting in April 2022, staff consultation commenced in October 2021 and is nearing the final stages. It is recognised that this is an unsettling time for many of our people and support from the management across Forensic Services, our Change Agent Network, Police Scotland People and Development and Trade Union colleagues has been essential throughout this phase. An update was provided to the Joint Negotiating and Consultative Committee (JNCC) on 28th July, with the aim to present the final position and close the consultation phase after the August JNCC meeting.
- 7.2.** The overarching Change Programme remains Amber as per the previous report. This is due to:-
- increased consultation timeframe than was originally planned
 - pausing of the Core Operating System and Data Governance and Migration projects (recommenced in June and July 2022 following appointment of Project Manager resources)
 - Project Weaver project plan amendments due to additional instrumentation implementation requirements
- 7.3.** Further detail on the individual projects is provided in Section 8 below.

8. Project Updates

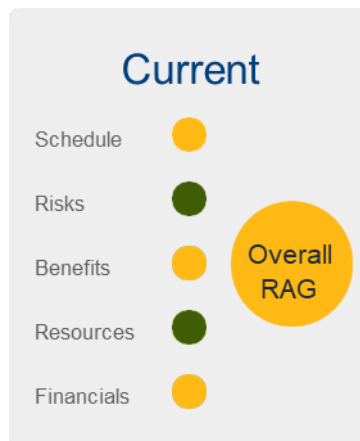
8.1. Operating Model

8.1.1. Project Description

8.1.1.1. Create a smarter, faster, more effective service that further increases the value Forensic Services can bring to our partners:

- 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
- A strengthened local serious crime response as a result of centralised delivery of acquisitive crime response
- Access to laboratory services 7-days a week

8.1.2. Current RAG Status



8.1.3. Summary of Progress since last Forensic Services Committee

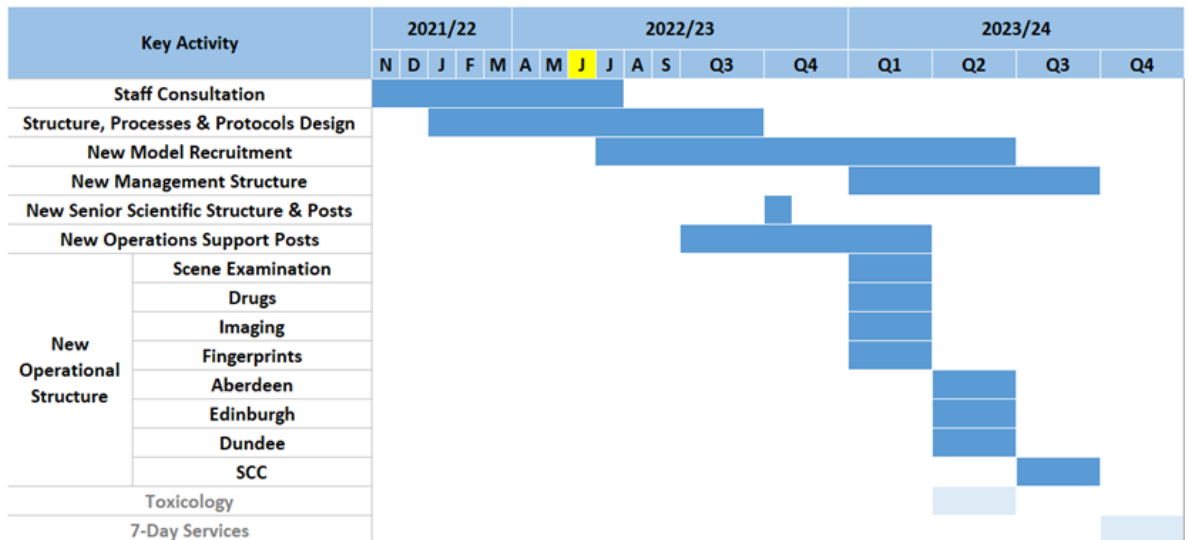
8.1.3.1. Consultation

- Further Individual Consultation meetings were completed in June.
- Presentation to the JNCC in June resulted in the support to proceed with the recruitment of 41 x new posts within Forensic Services as per agreed 2022/23 Change Programme Budget. This will provide additional opportunities for internal staff as well as moving forward the transition to the new Operating Model.
- Counter proposal activity is due for completion at the end of August following presentation of the final outcome of the consultation process to the JNCC (August 2022).

8.1.3.2. Implementation

- Delays in the consultation phase have resulted in a requirement to review the implementation plan and the updated position is shown below.
- Overall, there has been no change in the implementation timeframe as previously reported, with the new Operational structure being in place by the end of Quarter 3 2023/24.

8.1.3.3. Project Plan

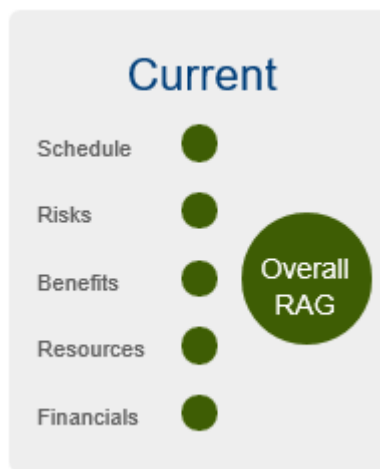


8.2. Deployment of Scene Examination

8.2.1. Project Description

- 8.2.1.1.** 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

8.2.2. Current RAG Status



8.2.3. Summary of Progress since last Forensic Services Committee

8.2.3.1.

- The decision has been made to locate the Scene Tasking Unit at Forensic Services Dundee. Work is progressing to ensure accommodation and ICT requirements are planned and implemented prior to go live (April 2023).
- Recruitment planning activities and engagement with Police Scotland Recruitment/ Vetting are ongoing to ensure staff are in post by January 2023.
- Training package development is progressing well to ensure effective on-boarding of new staff.
- Software changes (Evidence Management System and Pronto) are on track for scheduled introduction into current processes in October 2022.
- Engagement is continuing with partners to ensure clarity and effective implementation of the Scene Tasking Unit processes

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8.2.4. Project Plan

Key Activity	2022/23										2023/2024
	July	August	September	October	November	December	January	February	March	Q1	
To-Be Process Design	█	█									
Sign off New National Process		█									
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)				█	█						
Workshop with External Partners				█	█		█				
Tasking Units Recruitment	█	█	█	█	█	█	█				
Accommodation work to accommodate Tasking Team		█	█	█	█						
Development of Training Materials/SOP			█	█	█	█					
Tasking Team staff in place by Jan 23							█				
Tasking Unit Staff Training								█	█		
User, Stakeholder & Business Readiness Review								█	█		
Post Implementation Review Plan									█		
Handover to BAU										█	

8.3. Access to Laboratory Services

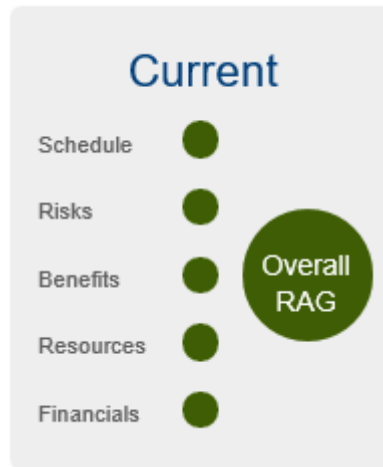
8.3.1. Project Description

8.3.1.1. The project aims to revise the process where requests for forensic analysis are made into Forensic Services to ensure alignment with business processes and that scientific staff have the necessary information required to provide independent forensic strategies in support of the investigative and evidential processes within Police Scotland, COPFS and PIRC.

8.3.1.2. Outline of the Project

- 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

8.3.2. Current RAG Status



8.3.3. Summary of Progress since the last Forensic Services Committee

- Test & Learn period concluded
- Evaluation and Feedback continuing to be collated (due to time lag of cases coming through system)
- Stakeholder review of Test and Learn feedback is scheduled for the end of July
- Work has been started to understand the scope of servicing DNA demand from 2 sites, currently services at 4.
- Brief is being created, supported with the process mapping outputs.

8.3.4. Project Plan

Key Activity	2022/23													Q1
	April	May	June	July	August	September	October	November	December	January	February	March		
Test & Learn Readiness	█													
Agree SFI document	█													
Test and Learn Comms	█													
Create Guidance Documentation	█													
Test and Learn Weeks 1-8	█	█												
Test and Learn	█	█												
Weekly Reviews of Test & Learn		█	█											
Test and Learn Review		█	█											
Test and Learn Full Review			█	█										
Document and Process Sign-Off				█	█									
SFI Form Delivery				█	█									
MOU Staff Recruitment		█	█	█	█	█	█	█	█	█	█	█		
MOU Business, User, Stakeholder Readiness		█	█	█	█	█	█	█	█	█	█	█		
MOU Staff training											█	█		
Scientific Awareness Guides					█	█	█	█						
Production Officer - Role Profile, decision making													█	
Gateway fully working and being monitored											█	█	█	

8.4. Data Migration and Governance

8.4.1. Project Descriptions

8.4.1.1. The Data Migration and Governance Project is at a very early stage in its inception with the scope of the project is still to be finalised within the Project Brief.

8.4.1.2. Outline of the project

- Data Migration from existing Forensic Services systems (as required into the new Forensic Services Core Operating System environment);
- A GDPR compliance review (required for 2023) and associated project support of the Business As Usual and Change activities required to ensure that Forensic Services are compliant with the Data Protection legislation. This work will be cross organisational between Scottish Police Authority, Forensic Services, and Police Scotland and supported by the Police Scotland Digital Division

8.4.2. Current RAG Status



8.4.3. Summary of Progress since last Forensic Services Committee

- This project has been on hold due to resource issues and recommenced on 11th April 2022 following the dedicated Project Manager joining the Forensic Services Change Team.
- The first draft of the Project Brief is now complete and consultation internally and with relevant stakeholders is currently ongoing.
- Cataloguing of all Forensic Services systems is almost complete which details software and associated instrumentation.

- A meeting is to be held with Police Scotland Digital Division, SPA Information Management and Forensic Services to review and prioritise the system weeding, logging and auditing activities.
- GDPR risks have been captured and highlighted in the Corporate Risk Register.

8.5. Forensic Services Core Operating System

8.5.1. Project Description

8.5.1.1. The Forensic Services Core Operating System (COS) Project will be designed to investigate the replacement of the existing Evidence Management System (EMS). 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, networking of instruments

8.5.1.2. A Project Manager has started within the project as of 4th July 2022, and they are currently reviewing existing project documentation and engaging with stakeholders. A Project Board will be established and an Initial Business Case developed for presentation at the Forensic Services Committee in October.

8.5.2. Current RAG Status

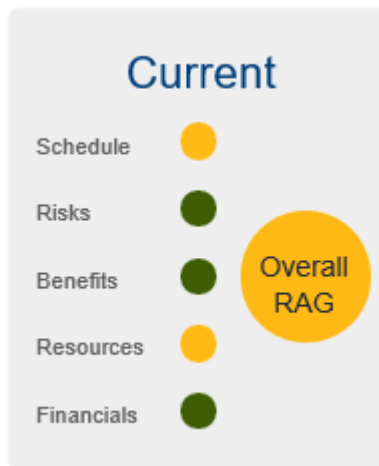


8.6. Project Weaver (Post Mortem Toxicology)

8.6.1. Project Description

8.6.1.1. 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.

8.6.2. Current RAG Status



8.6.3. Summary of Progress since last Forensic Services Committee

- The laboratory at Junction 24 Business Park, Govan, is now being set up as the final site works are completed in parallel.
- Installation of the main instruments is ongoing.
- The transition of service to Forensic Services on 1st December 2022 is still on track. As reported previously, a delay in the building handover has resulted in a reduced timeframe for networking of instrumentation and method development.
- A contract to outsource limited post mortem toxicology testing is progressing to minimise disruption to service delivery during service transition.

8.6.4. Project Plan

Key Activity	2022/23									
	April	May	June	July	August	September	October	November	December	
Tenders Instruments	■									
Contracting Instruments	■	■								
Expediting Instruments										
Tenders OE	■									
Contracting OE	■	■								
Expediting OE	■	■	■							
Lab Fit Out - Design and Planning										
Lab Fit Out - Works	■									
Lab set up including ICT	■	■	■							
Methods - Define		■	■	■	■					
Methods - Document			■	■	■	■	■			
Methods - Test & Validate						■	■			
DD & Planning	■	■	■	■	■	■	■			
Consultation	■	■	■	■	■	■	■			
Transfer/Recruitment									■	■
Staff Secondment	■	■	■	■	■	■	■			
UKAS Document review						■	■	■		
UKAS site assessment						■	■			
Management of recommendations							■	■		

9. FINANCIAL IMPLICATIONS

9.1. There are no additional financial implications associated with this paper at this time.

There is an opportunity to bring forward recruitment of additional Toxicology staff to support service delivery in 2022/23. Further discussions are to take place.

10. PERSONNEL IMPLICATIONS

10.1. Approval was granted for consultation, as part of the Operating Model Project and therefore there are potential personnel implications. However, these are dependent on the final outcome of the consultation and final Operating Model to be implemented. Staff have been encouraged to submit counter-proposals and these are currently under review. Compliance with SPA People Policies are being ensured throughout the process alongside close engagement with Trade Unions.

11. LEGAL IMPLICATIONS

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

12. REPUTATIONAL IMPLICATIONS

12.1. 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.

13. SOCIAL IMPLICATIONS

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

14. COMMUNITY IMPACT

14.1. 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.

15. EQUALITIES IMPLICATIONS

15.1. 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.

16. ENVIRONMENTAL IMPLICATIONS

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

RECOMMENDATIONS

Members are requested to note:

- The progress of the Forensic Services Change Programme