SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 5

Meeting	**Forensic Services Committee**
Date	**28 October 2024**
Location	**Microsoft Teams**
Title of Paper	**Forensic Services Change Programme Update**
Presented By	**Joanne Tierney, Head of Change & Development**
Recommendation to Members	**For Discussion**
Appendix Attached	• **Appendix A Change Programme Road Map** • **Appendix B Appendix B FS COS & Data Migration Phasing Activity** • **Appendix C – Value of Forensic Science Phase 1 Activity** • **Appendix D – FS Change Programme Key Benefits & Opportunities**

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.

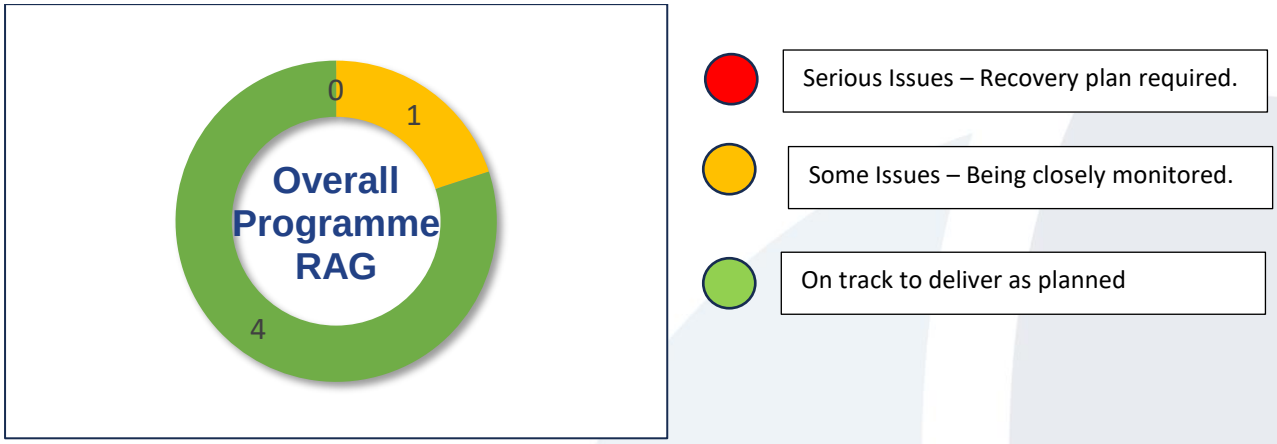
1.3 Change programme activities also include: (a) oversight & reporting of benefits realisation associated with projects; (b) oversight of response to post implementation review activity and associated recommendations.

1.4 Effective engagement with our people and collaboration with our partners remain critical success factors for our change programme. 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 FS COS & Data Migration project is currently tracking amber pending project board approval of the final project plan.
- All others remain on track for delivery against milestone targets.

2.2 Programme Delivery Headlines:

- Operating Model – Toxicology: We continue to focus on realising the longer terms benefits of an integrated Toxicology service delivering operational resilience across both the Post-Mortem and Criminal Toxicology areas within Forensic Services. The Change Team continues to support project governance in relation to this activity. Planning for integration of Post-Mortem Toxicology colleagues to our operating model continues at pace.

- Operating Model: Our capability structure continues to embed fully as we reach steady state in both line management and team alignments. Casework routing maps are being developed to maximise synergy of capabilities and resource allocation across Forensic Services.

- Operating Model: Stakeholder and interdependency mapping activity for key implementation activity is now complete. Outputs will be used to inform ongoing communication and

engagement activity and impact assessment across the implementation workstreams.

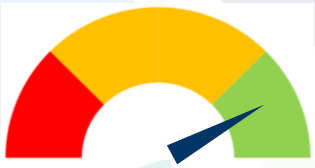
- FS Data Governance: Requirements for system upgrade to deliver legislative compliance have now been confirmed and development work prioritised within Forensic Services.

- 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. An impact analysis has been undertaken for the current evidence management system, identifying key areas for efficiency improvement to inform FBC development.

- FS COS & Data Migration: In the fast-paced environment of innovative technology it is essential that the FBC is informed by the most up to date market research. Building on previous market engagement activity, a refreshed market sounding initiative has been launched to further support FBC development.

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.
- Mixed discipline reporting teams have been established in Edinburgh, Aberdeen and Dundee, laying the foundation for building a multi-skilled, flexible and responsive resource pool across Forensic Services.
- Further work is ongoing to optimise case routing across the organisation, with significant progress already made in the digitisation of the internal fingerprint workflow.
- Following the successful delivery of key implementation milestones, an interim health check of the project is being planned as supported by our colleagues in the Police Scotland Portfolio Assurance Team.

2.3.2 FS COS & Data Migration

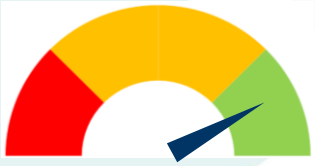
FS COS & Data Migration RAG Status

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.

- Appendix B contains indicative phasing activity & draft high-level timeline for FBC submission.
- Definitive timeline will be informed by output of updated market sounding exercise and consolidation of final project plan.
- Work on consolidation of technical requirements continues to progress.
- A Sourcing Strategy developed by Police Scotland Procurement has now been approved by project board and published.

2.3.3 Criminal Toxicology – Long Term Sustainable Model

Criminal Toxicology – Long Term Sustainable Model RAG Status



- Development of the Initial Business Case (IBC) exploring options for a long-term sustainable model continues to make progress an on track for delivery as per programme road map.
- Demand forecasting activity undertaken by Police Scotland now complete and informing development of the financial case.
- IBC update provided to members at recent development day with positive feedback received.

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 continues to be delivered across Forensic Services.
- The data management framework for GDPR compliance and monitoring is now embedded within the organisation.
- Transition to business-as-usual monitoring of GDPR was approved at project board and will be formally closed as a workstream within the data governance project once approved at Programme Board.
- System developments for compliance with Data Protection legislation are now being scoped and planned.

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.

- The RDI stakeholder analysis has been completed. Internal / External focus groups and design sessions now in planning. Offers of support with session design and facilitation from SIPR, Police Scotland and SPA Corporate colleagues are very much appreciated.
- 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. Appendix C includes timeline and outputs for phase 1 of this activity.

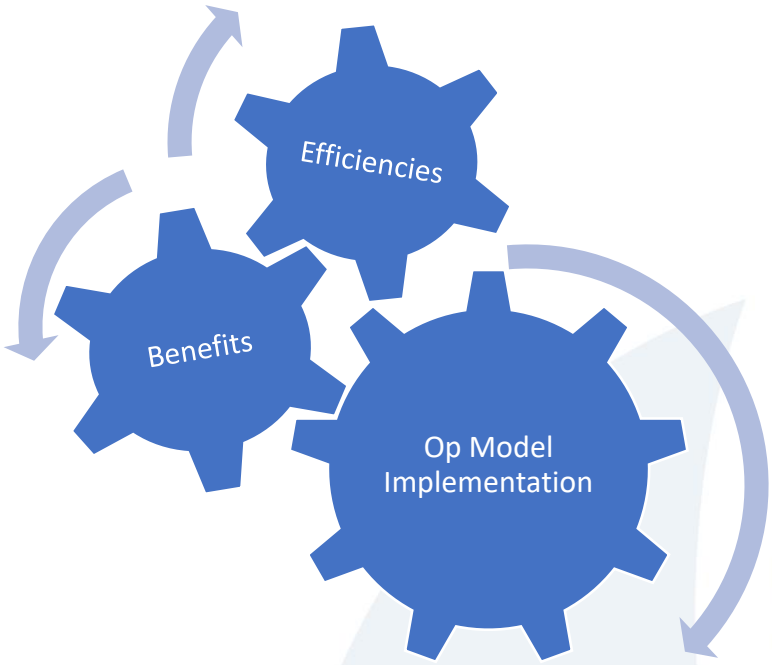
2.4 Benefits Realisation

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.

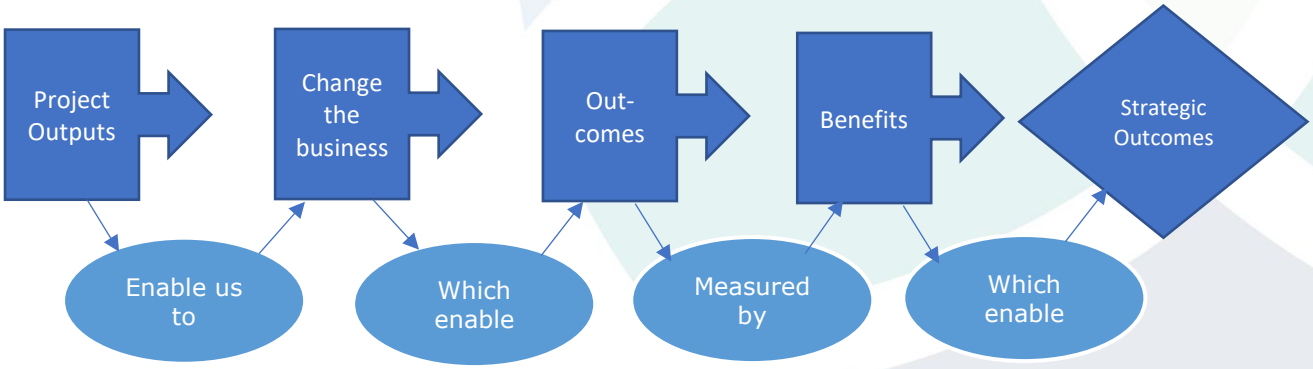
2.4.2 As part of the budget discussions for 2025/26, Forensic Services have agreed not to progress further implementation of the model that requires additional investment in the revenue budget for the organisation. To make further progress Forensic Services must continue to work on delivering efficiencies 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.

2.4.3 Specialist resource has now been made available from Police Scotland to support a full review of benefits profiles and realisation

plans, as well as tracking and monitoring mechanisms in place. Focus will be on evidencing links between efficiencies, re-investment in implementation of our operating model along with benefits for criminal justice partners and the wider Scottish Public.



2.4.4 Appendix D contains a high-level summary of the key benefits & opportunities associated with our change programme and as referenced in the original FBC. Initial review activity has revisited these key benefits seeking to better evidence measurable links to outcomes already delivered / in delivery or yet to be started.



2.4.5 As a result of progress made on delivery of our change programme, a number of benefits have begun to be realised. Headlines include:

Benefit	Measure	Data	Progress
Faster delivery of intelligence results for volume / less serious crime	50% reduction in Turn round times (TRT) for acquisitive crime casework	Baseline 2019 = 38 Days October 2024 = 21 Days	
Centralisation of DNA Analysis	Reduction in associated costs	£53K saving realised to date with centralisation of DNA manual processing to Glasgow & Dundee	
Rationalisation of Search & Recovery Roles	Cashable saving	£900k pa saving – reinvested in op model implementation	
Rationalisation of Search & Recovery offices	Reduction in total miles covered	£88k pa saving - reinvested in op model implementation	
Streamlined submission process for examination requests	Time saved for Police Scotland partners through removal of requirement for Evidential Request Form	Efficiency saving equivalent to 4.4 FTE p.a. (data provided by Police Scotland Gateway)	

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.

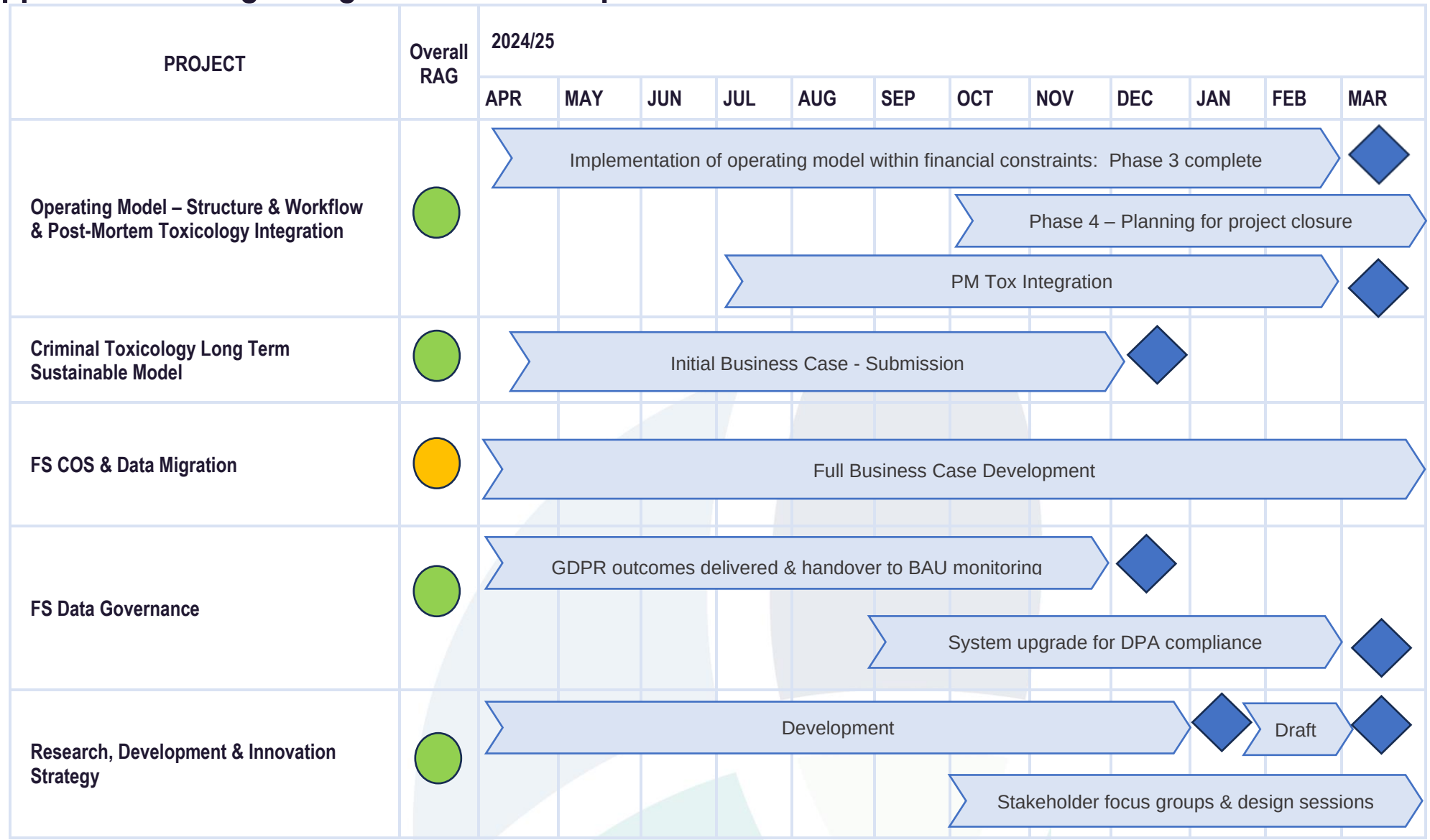
10. ENVIRONMENT IMPLICATIONS

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

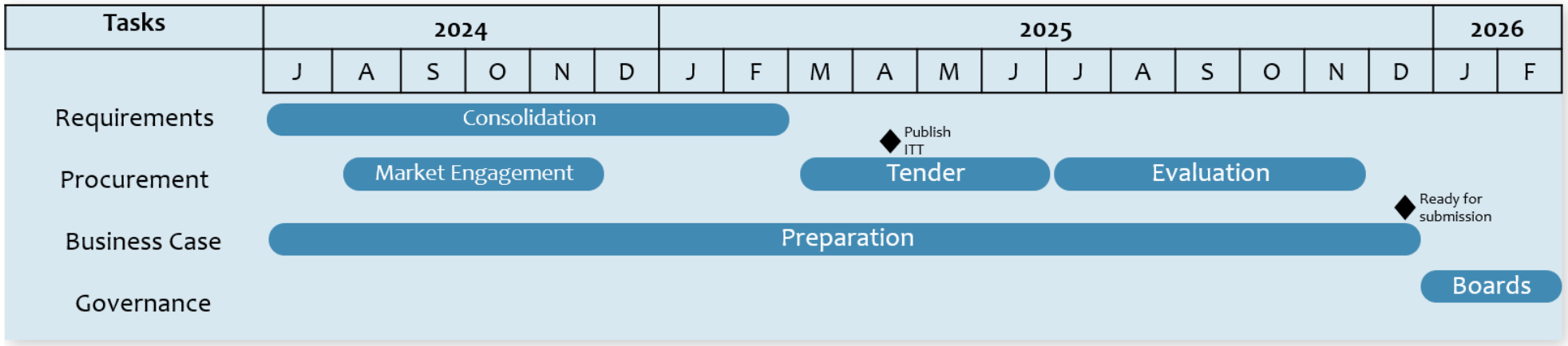
Members are invited to note the progress of the Forensic Services Change Programme

Appendix A Change Programme Road Map

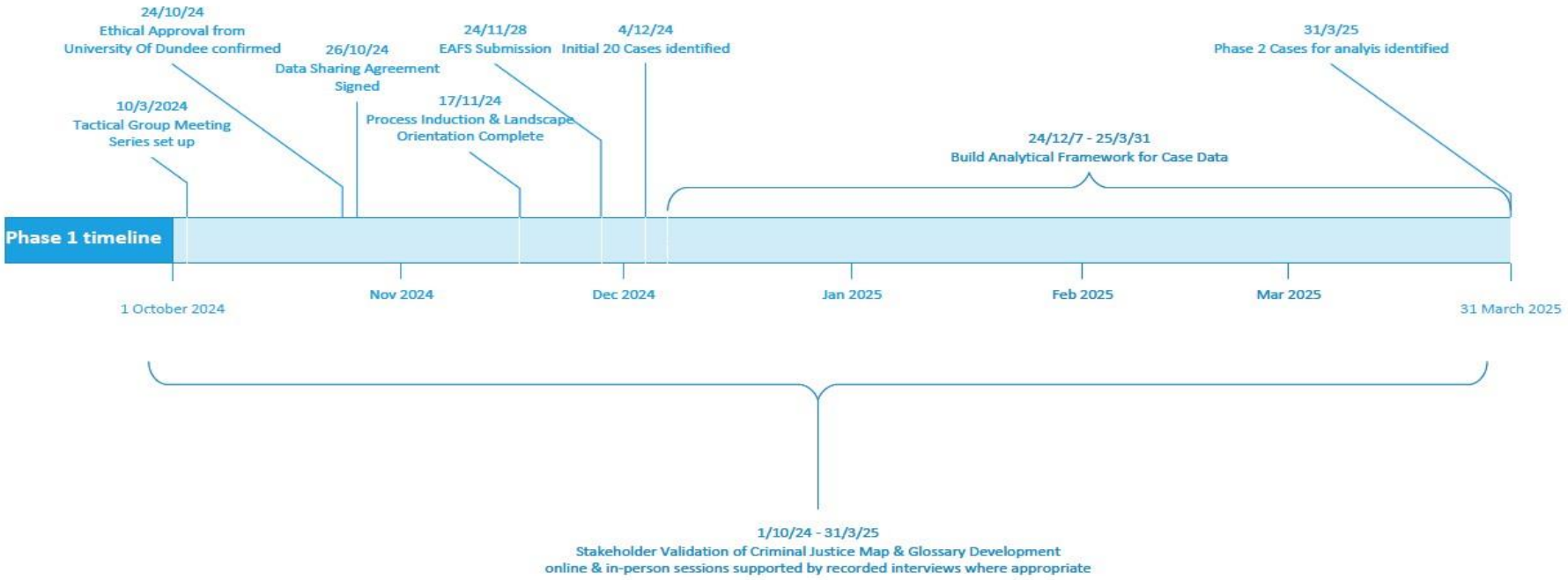


Appendix B FS COS & Data Migration Phasing Activity

Compliance	Functionality	Efficiency	Risk & Complexity	Dependencies
We need to make a change to comply with legislation.	We need improved & innovative features to deliver priority change.	We to free up team capacity to improve performance & flex with changes in demand.	We need to start simple and prove it works before tackling more complex challenges.	We need to do x before we can do y



Appendix C – Value of Forensic Science Phase 1 Activity



Value of Forensic Science Research Project

PHASE ONE OUTPUTS

(1) Stakeholder Validation of Criminal Justice Map
(2) Analytical Framework for Case Data – Phase 2 readiness
(3) Glossary of terms reflecting shared understanding terminology

Appendix D – FS Change Programme Key Benefits & Opportunities

Our Organisation	• Improved cost effectiveness and utilisation of existing capacity and skills resulting from a renewed operational delivery model. • Improved operational effectiveness resulting from a streamlined, capability driven, outcome focussed delivery model. • Improved resilience to meet demand and minimise future requirement to outsource activity. • Enhanced evidence recovery and reporting capabilities for serious crime in Aberdeen and Edinburgh. • Increased opportunity for research, development and innovation resulting from the introduction of new roles.
Our People	• Improved staff wellbeing resulting from increased levels of management support, with greater emphasis on people management. • Increased levels of empowerment, and greater sense of value as a result of the right person doing the right job at the right time. • Improved clarity, involvement, and ownership of casework outcomes as a result of a renewed operational delivery model. • Improved career path opportunities resulting from revised organisational structure and role profiles. • Opportunities for some to expand existing skills, knowledge and experience as a result of restructured teams and multi-skilling. • Opportunities for improved training and development resulting from the introduction of new roles. • Greater opportunity to contribute to further development of forensic science through innovation and development.
Our Partners	• Maximising the benefits of local delivery of serious crime. • Potential improvement in detection and prevention of crime as a result of faster delivery of intelligence results. • Improved compliance with COPFS target dates to enable faster justice. • More effective use of police resource as a result of improved response times for non-serious crime scene attendance. • Enhanced service delivery resulting from management structure with overarching case accountability aligned to partner needs. • Enhanced service delivery in serious/complex cases by providing a dedicated senior scientific role.
Our communities	• Potential improved perception and increased confidence in the criminal justice system resulting from improved attendance at acquisitive crime scenes. • Possibility for earlier detection and potentially prevention of the escalation in recidivist criminality resulting from faster delivery of intelligence results. • Potentially improved protection of innocent individuals as a result of faster justice.