



Meeting	Forensic Services Committee
Date	3 February 2025
Location	Online
Title of Paper	Forensic Services Change Programme Update
Presented By	Joanne Tierney, Head of Change & Development
Recommendation to Members	For Discussion
Appendix Attached	Change Programme Road Map

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.

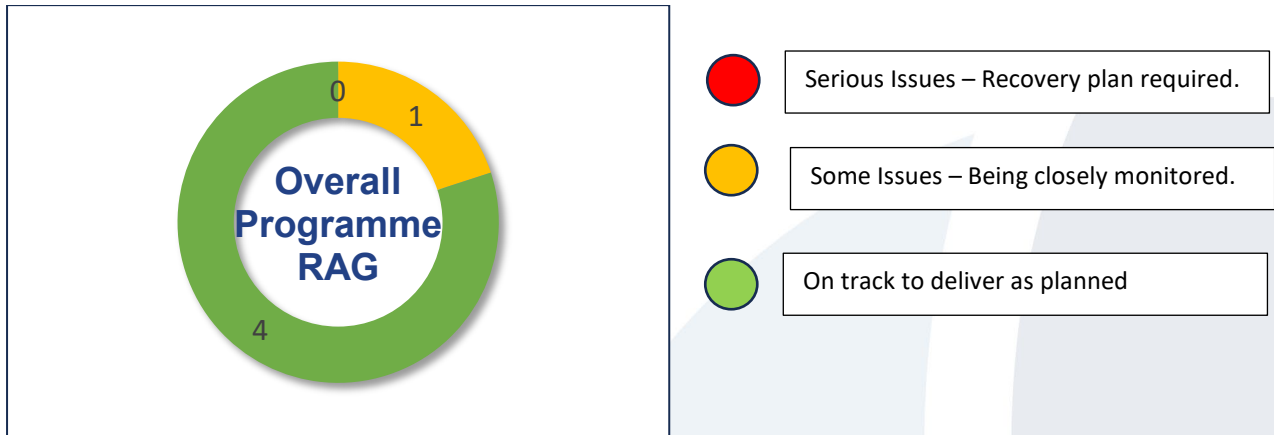
1.3 Change programme activities also include: (a) oversight & reporting of benefits realisation associated with projects; (b) oversight of response to post implementation review activity and associated recommendations.

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 now tracking green against the project replan and remains on track for delivery of the full business case by December 2025
- Planning for the integration of Postmortem Toxicology continues, working closely with Union and Police Scotland P&D colleagues. Due to ongoing discussions, there has been some slippage on original timeframe.

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 initial business case for our long-term sustainable model for Toxicology was presented to SPA Resources Committee in December 2024 and positively received. Planning for funding continues.
- **Operating Model:** Our capability structure is becoming fully embedded across the organisation with mixed discipline teams now established at all sites. The new Search & Recovery Laboratories at Aberdeen and Edinburgh received a positive recommendation for accreditation at the recent assessment

undertaken by our external accrediting body UKAS. Plans are now in place for the transition commence live case working at these laboratories. Casework routing maps being developed to maximise synergy of capabilities and resource allocation across Forensic Services, are nearing completion.

- **Operating Model:** Phase 4 of our Operating Model implementation will commence April 2025. Phase 4 will focus on consolidation of the operating model with both our people and partners, along with planning for transition to business as usual and focusing on benefits realisation.
- **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. Building on previous market engagement activity, a refreshed market sounding initiative has been completed to further FBC development. Validation processes are now in place to finalise functional and non-functional system requirements for inclusion in the invitation to tender document (ITT) due for completion in the next few months.

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 now established at all sites, creating the framework for optimisation of demand and resource management across a range of casework.
- Phase 4 planning has now commenced. Activity will include the establishment of specific workstreams to deliver timeliness & efficiency gains through the integration of our new search & recovery lab capability at Aberdeen and Edinburgh as well as reviewing the flow of Drugs casework across the new operating model.
- Police Scotland Portfolio Assurance Team have now completed their Health Check review of the Operating Model project. The review gave an overall green / amber assessment for the project and recognised the significant progress which has been made since the reallocation of critical portfolio resource to the FS Change Programme.
- Work to finalise the transition approach and impact assessment for the integration of Postmortem Toxicology colleagues continues. Positive engagement with union colleagues and the team remains a priority as we navigate through the formal consultation process.

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.
- Consideration of the requirement for a Scottish Government review through their Technical Assurance Framework (TAF) being undertaken by colleagues in Police Scotland Portfolio Assurance. The framework is intended to improve delivery of digital projects and ensure lessons learnt from previous experience are embedded in future practice.
- Market engagement activity now concluded. Three organisations presented at a series of stakeholder workshops where valuable and informative discussions were held. The outputs have been extremely helpful in consolidation of the final requirements to include in the final ITT.
- Work on consolidation of functional and non-functional requirements for inclusion in the invitation to tender (ITT) nearing completion. The validation process for final approval of requirements by relevant stakeholders now confirmed and submission of ITT to market remains on track for April 2025.
- Police Scotland have provided much welcomed opportunities for shared learning on the data migration activity which have been invaluable in supporting confirmation of our data migration requirements for the ITT
- **Appendix C** outlines key activity for the next 3 months for our FS COS and Data Migration project.

2.3.3 Criminal Toxicology – Long Term Sustainable Model

Criminal Toxicology – Long Term Sustainable Model RAG Status



- The Initial Business Case for the Long-Term Sustainable Model for Criminal Toxicology was presented at the private session of the SPA Resources Committee on 18 December 2024.
- The Initial Business Case was approved at this meeting.
- Forensic Services will now work with partners to seek the funding required to progress to the Final Business Case and deliver a sustainable criminal toxicology service for the people of Scotland.

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

- A reduction in file size retention against the identified categories continues to be delivered across Forensic Services. Current compliance levels reporting at 89%
- The data management framework for compliance and monitoring is now embedded within the organisation.
- System developments for compliance with Data Protection legislation have been scoped and planned for delivery June / July 2026.

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.

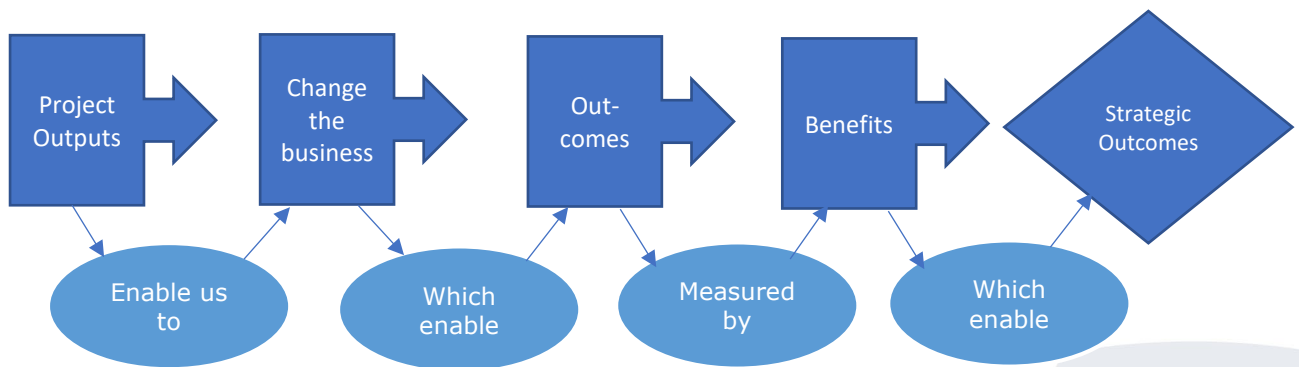
- The RDI stakeholder analysis has been completed.
- Internal focus groups and design sessions now in delivery, outcomes will be collated to inform RDI strategy build.
- Offers of support with design and facilitation of an external stakeholder knowledge exchange event from SIPR, Police Scotland and SPA Corporate colleagues are very much appreciated. Planning to schedule this event for March 2025 ongoing.
- 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. Contextual interviews have been completed and phase one of the case data review is now in flight.

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 was made available from Police Scotland to support a full review of benefits profiles and realisation plans, as well as the tracking and monitoring mechanisms in place.

2.4.4 A retrospective review of benefits associated with the closed Access to Lab and Deployment of Scene Examination projects was carried out (See **Appendix D**).

As a result of the streamlined request process delivered through the Access to Lab project our Police Scotland partners have realised a time efficiency saving equivalent to **4.4** full time equivalent (FTE) police officers p.a.

Through the deployment of scene examination project we have also now delivered national consistency in the assessment and prioritisation in the deployment of scene examination resource.

All associated benefits have been realised apart from the anticipated time savings in relation to clarification of information between requestors and Forensic Services colleagues. A workstream will be initiated in phase 4 of the op model implementation plan to deliver on this outstanding benefit.

2.4.5 As a result of progress made to date on implementation of our Operating Model a number of associated 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 (Investigative)	Baseline 2019 Yr Average = 102 Days 2024 Yr Average = 70 Days	
Improve compliance with COPFS target dates	Deliver 95% compliance	Baseline 2019 Yr Average = 73% 2024 Yr Average = 77%	
Centralisation of DNA Analysis	Reduction in associated costs	£53K saving realised to date with centralisation of DNA manual processing to Glasgow & Dundee – reinvested in op model implementation	
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 saving - reinvested in op model implementation	

2.4.6 An overview of progress to date on all Operating Model Project benefits is contained at **Appendix E**. Baseline and projected measures to track realisation of improved staff and customer satisfaction will be confirmed as part of our phase 4 implementation planning.

2.4.7 A programme of internal effectiveness reviews of completed workstreams within our operating model implementation is now underway. The review process aims to evaluate if the scope and / or intended outcomes of the workstream have been delivered and evidence the extent to which the associated benefits have been realised.

This is an internal process intended to provide interim information to support the independent Post Implementation Review (PIR) conducted by portfolio assurance colleagues within Police Scotland. It aims to give early indication of any improvement activity required to address any gaps with intended workstream outcomes.

Reviews have been carried out with regard to the new ways of working in Search & Recovery Scenes and the introduction of our new Capability Team Manager role. Updates on recommendations and action points will be included in future change reports for members.

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.

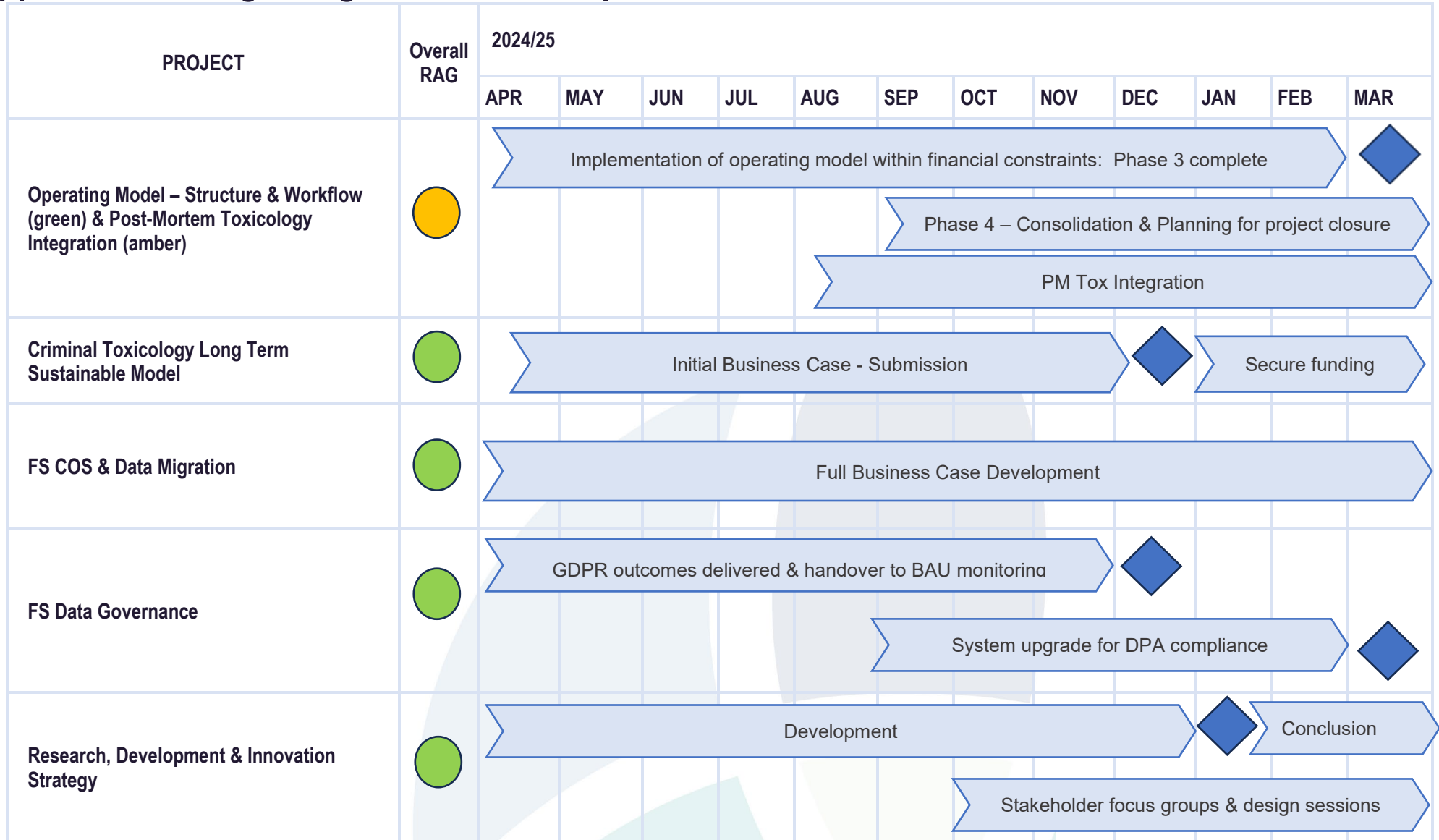
10. ENVIRONMENT IMPLICATIONS

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

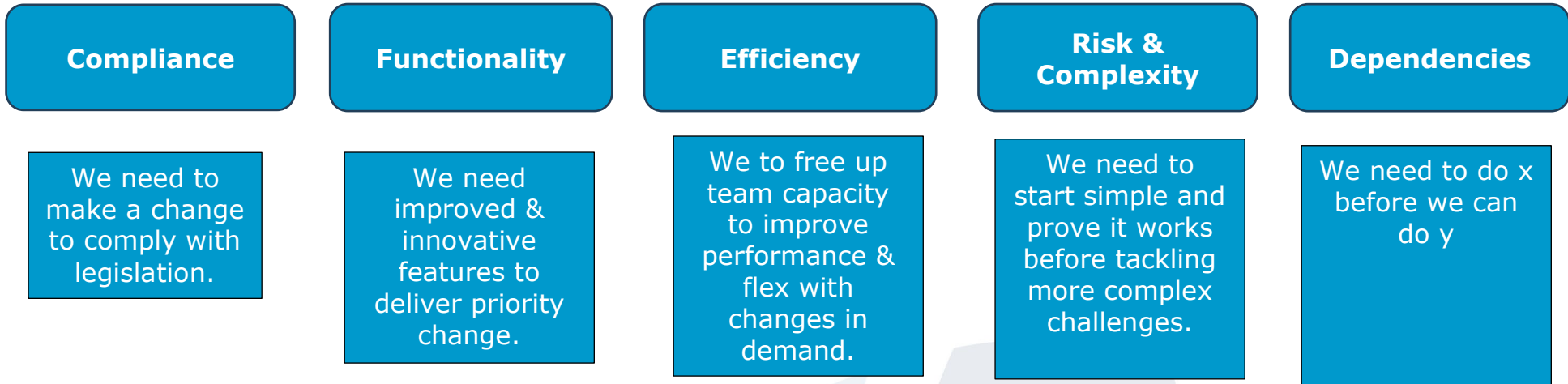
RECOMMENDATIONS

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

Appendix A Change Programme Road Map

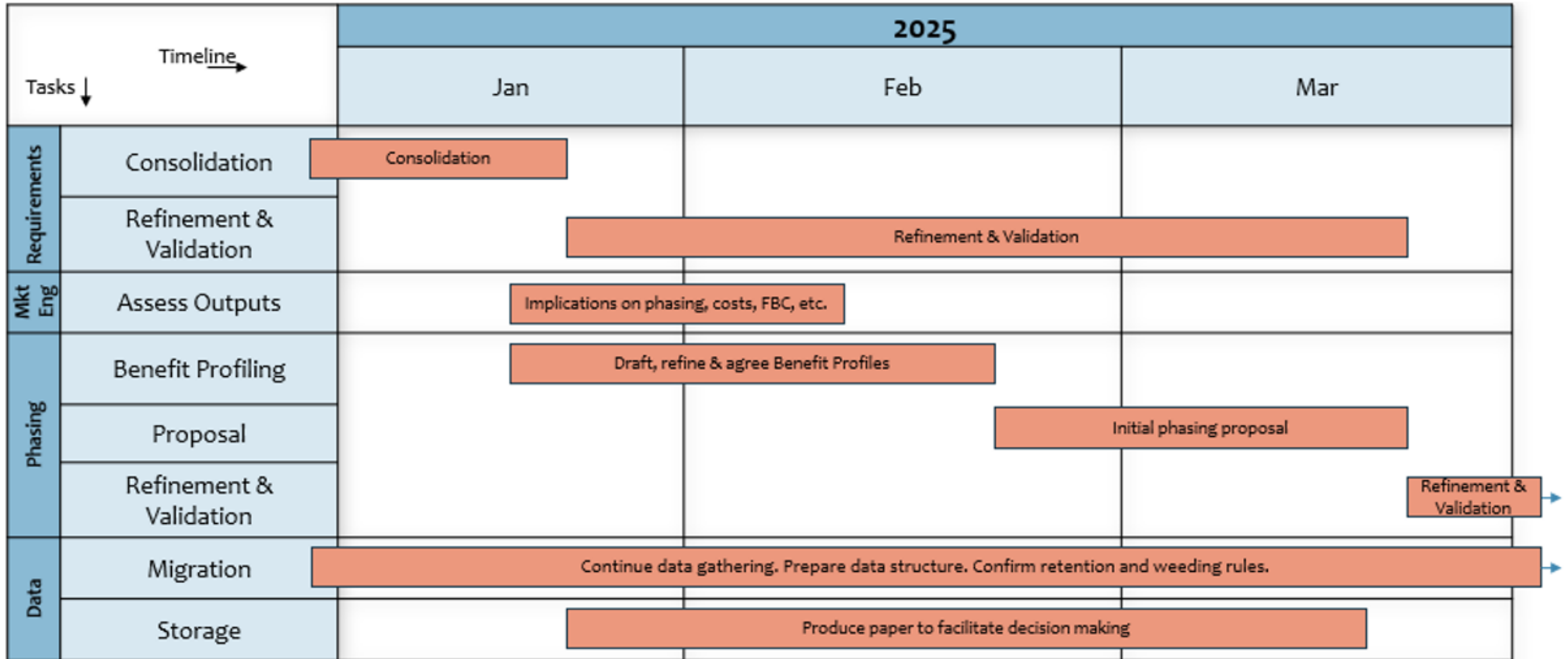


Appendix B FS COS & Data Migration Phasing Activity



Tasks	2024						2025												2026	
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
Requirements	Consolidation																			
Procurement	Market Engagement									Tender			Evaluation							
Business Case	Preparation																		Ready for submission	
Governance																			Boards	

Appendix C – FS COS & Data Migration 3 Month Outlook



Appendix D – Review of Benefits for Access to Lab & Deployment of Scene Examination

Access to Laboratory Benefits - Overview

Benefit No.	Benefit Title	Projected Benefit	Benefit Realised
ATL01	Reduction in time wasted between FS colleagues and requestors contacting to clarify information.	75% reduction in calls for further information.	N
ATL02	Reduction in time by removal of ERF requirement (PSOS Gateway)	10 min saving per case	Y
ATL03	Reduction in time by removal of ERF requirement (Reporting Officers)	15 min saving per case	Y

Deployment of Scene Examination Benefits - Overview

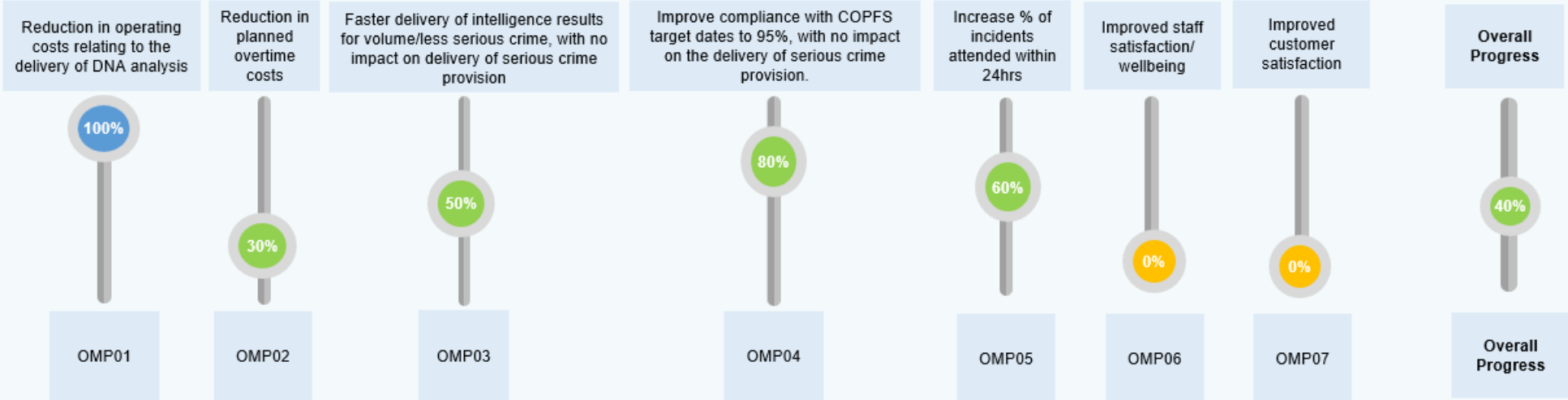
Benefit No.	Benefit Title	Projected Benefit	Benefit Realised
DSE01	National consistency in the assessment and prioritisation and deployment of scene requests, reducing the volume of scenes attended where no forensic value is obtained.		Y
DSE02	Single point of contact for PSoS for all scene activity		Y
DSE03	Consistent Training in the Deployment of Scenes		Y

Appendix E – Benefits Realisation Operating Model Project

Operating Model Benefits - Overview

Joanne Tierney, Head of Change & Development

PLANNED BENEFITS AS PER BUSINESS CASE



ACTUALS DELIVERED TO DATE

Blue Ahead of schedule/Exceeded
Red Not achieved/Delayed/ CR expected
Amber Behind schedule/still forecast for delivery
Green On schedule