

Meeting	Authority Meeting
Date	19 August 2020
Location	Video Conference
Title of Paper	SPA Forensic Services Transformational Change
Presented By	Tom Nelson, Director of Forensic Services
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the SPA Board with an overview of transformational change undertaken in Forensic Services over the past two years

This paper is provided for discussion.

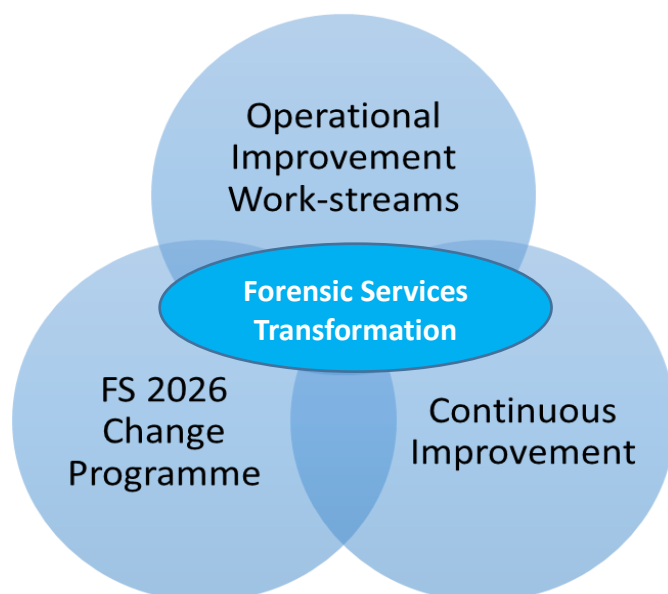
1. BACKGROUND

- 1.1. The Forensic Services 2026 Strategy (FS2026) was approved by the SPA Board in May 2018. The approval of the Strategy provided the authority to start a programme of transformational work in addition to providing alignment and direction for the business as usual plans which include continuous improvement activity
- 1.2. Delivery of FS2026 is set out in three clearly defined phases;
 - Phase 1, 2018-20: Increasing Capacity, Improving Utilisation and Demonstrating Value
 - Phase 2, 2020-23: Transitioning to an Enhanced Operating Model and Enabling Infrastructure
 - Phase 3, 2023-26: Investment and Innovation, introducing new forensic science technique
- 1.3. This report provides an update on transformational change activity undertaken in Forensic Services for the past two year period which encompasses phase 1 and the initial part of phase 2 delivery.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Forensic Services Transformational Change Portfolio

- 2.1.1 There are three elements to the Forensic Services Transformational Change portfolio;



2.1.2 In order to deliver the first phase of the FS2026 strategy the initial focus for transformational change was to deliver increased capacity and improved utilisation through **operational improvement work-streams**. This included significant investment approved by the SPA Board to increase the establishment and also one off outsourcing of Biology casework. The total investment of £4.3M is detailed below;

	FTE	£k
Biology – Backlog Reduction	16 x FS 1 x TM 1 x OM	£736k
Drugs - COE	2 x FS	£69k
Drugs – Backlog Reduction	3 x FE 1 x LFS	£153k
Firearms – Backlog Reduction	1 x FS	£40k
Quality	1 x QL 1 x QM	£92k
MEL – Backlog Reduction	2 x MERO 1 x TM	£179k
Toxicology – Drugs Driving	1 x FS	£40k
Biology Outsourcing		£3,000k
TOTAL Phase 1 Investment		£4,309k

2.1.3 Work streams were identified to deliver the benefits set out in the business cases associated with each area of investment

2.1.4 In addition to the operational improvement work streams the diagram below details the change portfolio within the **FS2026 Change Programme** in Forensic Services;



Forensic Services Operating Model Project
To design and transition to a new operating model for Forensic Services, delivering measurable improvements in the provision of Forensic Sciences to the Justice System in Scotland



Core Operating System
To deliver a new core operating system and underpinning infrastructure for Forensic Services which will underpin the new operating model, maximising quality and efficiency across Forensic Services and the wider Justice System



Deployment of Scene Examiners
To deliver a consistent and efficient national methodology for the deployment of Forensic Services staff to scenes ensuring value, quality and effective service provision to Police Scotland and victims of crime



Access to Laboratory
To deliver a consistent and efficient national methodology to the prioritisation and approval of requests for forensic laboratory analysis ensuring efficient utilisation of available resource using best scientific value principles

2.1.5 The scope and number of projects within the FS2026 programme have been through several changes during the past two years with the initial programme having 8 projects in total. These changes have been made due to the limited change resources available to support the Programme Management Office (PMO) function within Forensic Services.

2.1.6 Up until May this year the only project that has been able to progress was the Forensic Services Operating Model as one Project Manager has been available to support the entire programme. Further change resource has now been provided that has enabled the remaining projects to commence.

2.1.7 In May 2020 the Core Operating Project started, with the last two projects in the programme beginning in August 2020.

Project	Due to Start	Date Started	Initial BC	Full BC	Implementation
FS Core Operating Model	Jan 2019	Aug 19	July 20	Due October 20	Phased over 2022 - 2023
FS Core Operating	Jan 2019	May 20	Expected Dec 20	Expected July 20	Estimated 2022 - 2023

System					
Access to Scene Examination	Jan 2019	Aug 20	Expected Dec 20	Expected March 20	Expected 2021
Access to Laboratory	Jan 2019	Aug 20	Expected Dec 20	Expected March 20	Expected 2021

2.1.8 In addition to the transformational change activity within the FS2026 programme there are also a number of Police Scotland projects that have a material impact on Forensic Services which have also been supported during this period most notably;

- Mobile Working
- Contact Assessment Model
- Productions Remodelling – Unify Productions Management
- Police Scotland Core Operating System

2.1.9 As expected within a professional scientific organisation with a culture of **continuous improvement**, there are a number of Operational Improvement projects that are underway, and have been completed, which support the delivery of the FS2026 change programme.

2.2 Progress on Delivery

2.2.1 Throughout the past two years there has been significant progress made on delivering transformational change across Forensic Services. The initial focus of delivery has been very much on the operational improvement work streams with the projects to support phase 2 of strategic delivery coming on line as change resource has been made available.

2.2.2 Operational Improvement Work-streams have been completed in Phase 1 (March 2020) with some requiring further work to be continued into 2020 to realise the full benefits. Completion of this work has resulted in the reduction of backlogs across the service and provided faster forensic results to both Police investigations and COPFS prosecutions.

2.2.3 Once of the complicating factors during this period have been ongoing and unrestricted increases in demand, especially for Biology, Drugs and Toxicology services. This has impacted on benefits realisation and also on the capacity within the organisation to effect change.

2.2.4 Progress on the FS2026 change programme has been hampered through the challenge of gaining change resource however good progress has been made on the main strategic project to deliver the new operating model for Forensic Services during phase 2. The Initial Business Case for the operating model was presented to the Forensic Services Committee in July 2020 and a recommendation reached to progress two options to Full Business Case for presentation through appropriate SPA Committees and to the Board in November 2020.

2.2.5 Continuous improvement activity has been ongoing during this period which includes some of this activity detailed below;

Operational Improvement Project	Summary
Scene Examination Readiness for Accreditation	Preparation work has been undertaken to achieve a successful pre-accreditation visit to the Edinburgh Laboratory
Centralising the processing of DNA reference samples into Dundee	Significant method development and validation work has been undertaken to allow DNA reference samples to be processed in the most cost effective manner
Paperless Fingerprint 'Tenprints' Office	Preparatory work has been undertaken to allow the process of taking fingerprints in custody to be a fully electronic process.
Introduction of new Management Reporting through the use of Advanced Analytics software	Purchase and implementation of new software allowing the introduction of improved and more robust management information
Drugs Strategy	A project to allow the reporting of real time drugs intelligence to Police Scotland which requires networking of instruments, new software and enhanced management information through the use of heat mapping – phased implementation across phase 2

2.2.6 On average 20 continuous improvement projects are ongoing within Forensic Services at any given time.

2.3 Impact and Benefits Realisation

2.3.1 During this period the following operational improvement work-streams have delivered;

Biology
<p>From the end of year data the number of cases within the Biology Local Satellite Laboratories (LSL) has reduced by a fifth and the average age of cases has improved by almost 50% on the same period a year ago. This has resulted in a significant reduction in the time taken to provide this critical evidence to justice partners and addresses a key risk area.</p> <p>Whilst the capacity improved to meet the demand as set out in the business case, this demand has continued to increase since then at approximately 8% per year. If this demand continues at this level the Biology caseload will once again start to increase.</p>
Drugs
<p>Within Drugs there have been a number of technical challenges that have impacted on benefits realisation. In addition the demand for drugs examinations has increased 33% when compared to demand three years ago.</p> <p>The benefits that have been realised through this period have been eaten up by this increased demand however the current backlog position and age of casework would be considerably poorer than current without the process and capacity improvements during this period.</p>
Firearms
<p>Investment in additional capacity in conjunction with new management within this area that has had a real impact on performance in this area. Whilst the caseload has not yet reduced to the full target of 62 there has been a significant reduction since Q2 with a quarter on quarter downward trend which will continue into Phase 2 and fully deliver the benefits set out in the business case.</p> <p>Given the serious nature of this type of casework it is imperative that firearms evidence and intelligence is provided at the earliest opportunity to Police Scotland and COPFS and this improved performance has been noted.</p>

Toxicology
<p>Within Toxicology investment has been made to develop, validate and implement a drugs driving toxicology service to support the implementation of the new legislation in Scotland. This was completed on target and was a huge achievement for Forensic Services culminating in a recommendation for accreditation by the United Kingdom Accreditation Service.</p> <p>In addition to the new drugs driving service significant process improvement, investment in new technology and accommodation has resulted in a reduction in the number of non-drugs driving cases and an improvement in the timeliness of provision of results.</p>
Mark Enhancement
<p>Within Mark Enhancement (MEL) there has been investment in increased capacity and also rationalisation from delivery at four sites to two sites during phase 1.</p> <p>This new operating model was introduced with minimal impact on staff and has resulted in far more effective case management. The caseload in MEL has nearly halved during this period with a reduction in the age of cases by half.</p>

2.4 Resourcing Position

2.4.1 Current cost of the FS change programme this financial year (2020/21) relate to £0.6M of staff costs and £160k of non-staff costs. Staff costs are made up of;

- Seconded Forensic Services Team Managers x 4
- Leadership and Development Programme Lead
- Temporary Head of Change
- Communications and Engagement Coordinator
- Operational Backfill of 4 x Temporary Lab Assistants

2.4.2 As per wider organisational decisions reform funding has only be provided for the non staff costs during 2020/21 as such Forensic Services has an allocation from reform of £160k

2.4.3 Change resource for the PMO is provided by Police Scotland and is funded through their revenue/reform funding allocation

2.5 Communications and Engagement

2.5.1 The approach to communications and engagement has been a key area of focus across Forensic Services throughout this period

2.5.2 In May 2019 Forensic Services undertook a Denison Cultural Performance / Readiness for Change Survey with 73% of staff responding. This survey assessed feelings of staff across 4 broad categories;

- Mission- direction, purpose and blueprint
- Consistency- systems, structures and processes
- Involvement- commitment, ownership and responsibility
- Adaptability- pattern, trends and external focus

2.5.3 The level of participation by staff indicated strongly that they are engaged, willing and care enough to want to see positive change across the organisation, the key themes for improvement centred on;

- Trust
- Communication
- Empowerment / decision making
- Training and development – talent management
- Cross functional working

2.5.4 A detailed roadmap of activity has been developed within Forensic Services covering both change and business as usual activity in relation to the results of the Denison survey

2.5.5 The approach to communications and engagement for all change activity has been designed based on the Denison feedback with a strong emphasis on building trust through engagement at the earliest opportunity and to allow staff to feed clearly into the decision making process

2.5.6 The Operating model project is the area of change that has the biggest impact on staff within Forensic Services. During the development of the initial business case for the operating model over 120 workshops have been delivered to staff with face to face meetings with well over 70% of the organisation

2.5.7 Unfortunately with the COVID-19 pandemic the emphasis for communication has rightly been focused on operational activity, staff safety and our response during this challenging period. A new virtual approach to staff engagement is in the process of being finalised to

continue the level of communications and engagement as change activity continues

2.5.8 The Dension survey has provided a benchmark for organisational readiness for change and it is intended that this will be repeated (in full or in part) in due course to assess the effectiveness of the revised approach to communications and engagement through the delivery of transformational change across Forensic Services

2.6 Developing the Portfolio

2.6.1 The next key milestones relate to the provision of the Full Business Case for the operating model to the SPA Board in November this year and then the subsequent case for the Core Operating System later in 2021. Both of these business cases will require investment and engagement with the relevant governance forums will be undertaken once the business cases have been developed

2.6.2 The focus of the change programme is fully aligned with the strategic objectives of the Forensic Services 2026 strategy and fully support the delivery of the outcomes detailed;



3. FINANCIAL IMPLICATIONS

3.1. There are no additional financial implications associated with this paper other than those previously approved as part of the 2020/21 budget.

4. PERSONNEL IMPLICATIONS

4.1. There are no direct personnel implications associated with this paper.

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 transformational change programme not meet the expectations as set out in the Forensic 2026 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 transformational change programme not meet the expectations as set out in the Forensic 2026 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:

Discuss the content of this update.