

Meeting	Forensic Services Committee
Date	14 <sup>th</sup> August 2018
Location	Pacific Quay Glasgow
Title of Paper	Forensic Services Performance Report Q1
Item number	5
Presented By	Tom Nelson
<b>Recommendation to Members</b>	<b>For consultation</b>
Appendix Attached	Business Performance Report Q1

**PURPOSE**

To present Forensic Services Performance Report, Q1 2018/19 for Committee consideration.

This paper is presented in line with;

- The Scottish Police Authority Scheme of Delegation

This paper is for consultation.

## **BACKGROUND**

- 1.1 The Forensic Services Business Performance Report is presented for Q1 2018/19.
- 1.2 This report captures activity conducted across SPA Forensic Services. This performance evidence also informs the content of the Authority's quarterly Strategic Police Plan Delivery Review and the Annual Review of Policing.
- 1.3 The report demonstrates SPA Forensics Services delivery during the quarter through the following components:
  - Progress updates on Forensic Service commitments laid out in the annual business plan;
  - Qualitative performance data; and
  - Evidence of service initiatives and improvements.

## **2 FINANCIAL IMPLICATIONS**

- 2.1 Forensic Services have delivered to budget for the first quarter of 2018/19. The early forecast outturn position for the year is breakeven.

## **3 PERSONNEL IMPLICATIONS**

- 3.1 There are no personnel implications associated with this paper.

## **4 LEGAL IMPLICATIONS**

- 4.1 There are no legal implications associated with this paper.

## **5 REPUTATIONAL IMPLICATIONS**

- 5.1 There are no reputational implications associated with this paper.

## **6 SOCIAL IMPLICATIONS**

- 6.1 There are no social implications associated with this paper.

## **7 COMMUNITY IMPACT**

- 7.1 There are no community impact implications associated with this paper.

## **8 EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this paper.

## **9 ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this paper.

### **Recommendations**

Members are asked to note the content of the Q1, 2018/19 Performance Report.

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AUTHORITY

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**FORENSIC SERVICES**

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**PERFORMANCE REPORT**

**Quarter 1, 2018-19**

## Introduction

Scottish Police Authority Forensic Services provides a Crime Scene to Court forensic service in Scotland and holds accreditation to the ISO 17025 standard as assessed by the United Kingdom Accreditation Service (UKAS). Forensic Services is organised into four functions: Scene Examination, Biology, Physical Sciences, and Business Support. These national functions deliver forensic science technologies and expertise in the investigation of crime to Police Scotland, Crown Office and Procurator Fiscal Service, and Police Independent Review Commission.

This performance report covers the April to June (Quarter 1) 2018/19 period unless otherwise stated.

## 1. EXECUTIVE SUMMARY

### BUSINESS REVIEW

Quarter 1 has seen an increase in demand across some areas of the business and with this an increase in workload. Major incident response and serious and organised crime investigation with Police Scotland has been strong progressing such cases directly from the crime scene to laboratory expediently. Services to the Crown Office and Procurator Fiscal Service have been consistently maintained.

In some areas there is still a high level of backlog of casework however work undertaken to address this will start to have a positive impact over the coming quarters. Organisational capacity is growing and solutions to improve processes will start to reduce the casework workload over the coming year. Moving to a more real time response is the target and with this the opportunity to deliver greater value to customers particularly Police Scotland through faster investigative response. During this period of change disruption to service, through careful planning, will be minimised.

Work has continued on how the delivery of the Forensic 2026 Strategy will be managed. A proposal will be taken to the Forensic Services Committee later in the year outlining the programme approach. The Senior Management Team are fully sighted on programme development. Engagement on the programme with all staff will be a key part of the work going forward. Changes have been made to increase senior management resources to provide the required focus for this pivotal transformation programme.

### HMICS

The HMICS Short Life Working Group which has representatives from Forensic Services, Police Scotland and the Crown Office Procurator Fiscal Service met on 20<sup>th</sup> June 2018 to review and monitor the delivery and implementation of the improvement activity. In addition Forensic Services have engaged with HMICS to oversee progress and assess the evidence that has been submitted to date. An update on progress and delivery is reported to Committee which shows positive progress on the recommendations made.

### **ACCREDITATION OF QUALITY STANDARD ISO17025**

**The 1<sup>st</sup> of July 2018 marked the 20<sup>th</sup> anniversary of Forensic Services UKAS accreditation.**

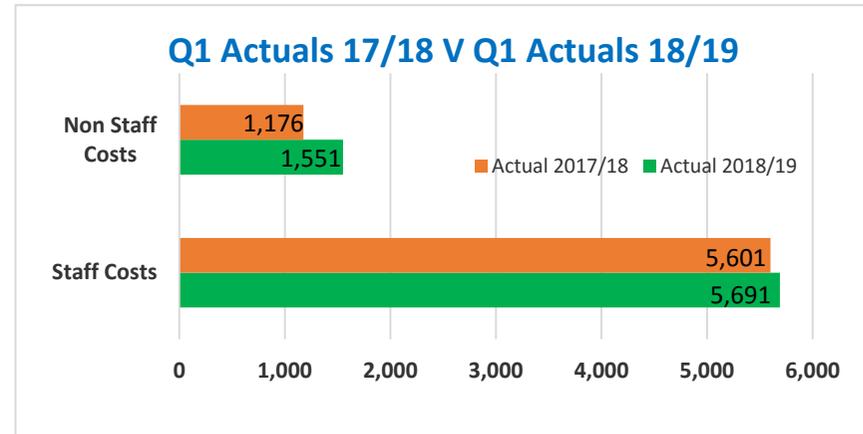
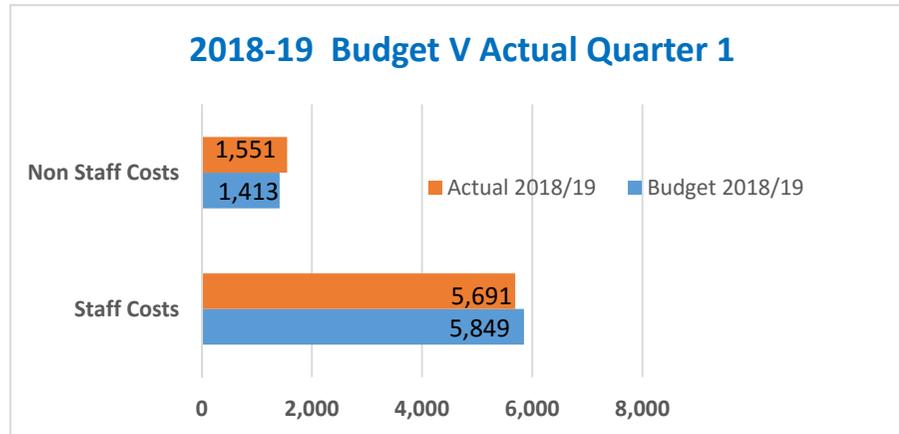
This anniversary was reached with the confirmation that all four forensic laboratories have successfully maintained accreditation for areas under the scope of UKAS.

Forensic Services are delighted to have been able to provide a quality service to all customers over this period of time and into the future.

## 2. FINANCE

### 2018/19 – Summary

The financial position for Quarter 1 ending 30<sup>th</sup> June 2018, indicates a strong performance against budget with expenditure of £7,242k against a budget of £7,262k. Actual expenditure versus budget was slightly lower than anticipated, mainly due to the slower recruitment of new scientific staff.



	Budget 2018/19	Actual 2018/19	Budget 2017/18	Actual 2017/18	Yr on Yr Actual Variance
Staff Costs	5,849	5,691	5,609	5,601	89
Supplies and Services	1,100	1,164	968	873	291
Ict Costs	209	233	214	182	51
Transport Related	66	63	72	68	(5)
Third Party Payments	54	53	25	26	28
Administration Expenses	29	46	26	43	4
Premises Costs	1	9	2	5	4
Income	(45)	(17)	(13)	(20)	3
Unallocated Expenses	-	-	(17)	-	-
<b>Total</b>	<b>7,262</b>	<b>7,242</b>	<b>6,886</b>	<b>6,777</b>	<b>465</b>

Staff costs are lower than anticipated due to new staff joining the organisation slightly later than originally planned and a small amount of staff gapping.

Supplies and services costs are higher than budget as a result of greater purchasing activity in the first quarter of the year. This does not fully reflect usage and therefore over the course of the year this expenditure is anticipated to be largely in line with budget.

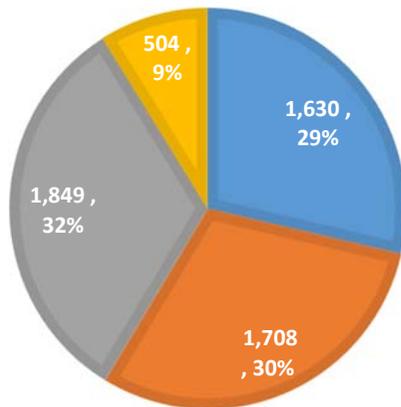
**Staff Cost Analysis**

Staff costs, £'000	YTD Budget 2018-19	YTD Actuals 2018-19	Variance
Salaries and on costs	5,427	5,254	173
Overtime	83	129	-46
Allowances	339	308	32
<b>Total</b>	<b>5,849</b>	<b>5,691</b>	<b>158</b>

Overtime is above budget following high levels of demand – this is consistent with operational activity over the Easter holiday, current levels of workload and absence cover costs in some areas of the business.

**TOTAL STAFF COSTS (£ 000'S)**

■ Biology ■ Physical Science ■ Scene Examination ■ Business Support

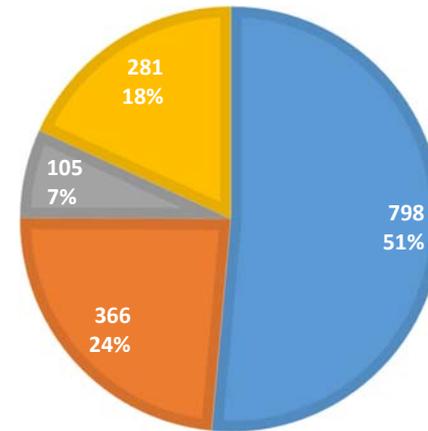


The current forecast year end outturn position is a breakeven result.

**Quarterly Expenditure** - The table below provide details of the quarter's expenditure per business unit.

**TOTAL NON-STAFF COSTS (£ 000'S)**

■ Biology ■ Physical Science ■ Scene Examination ■ Business Support

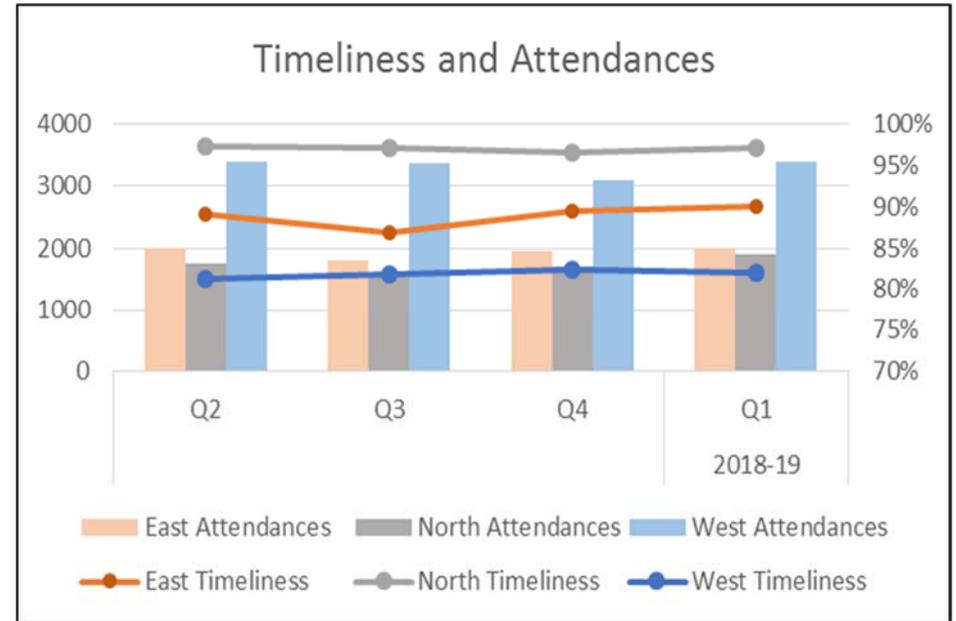
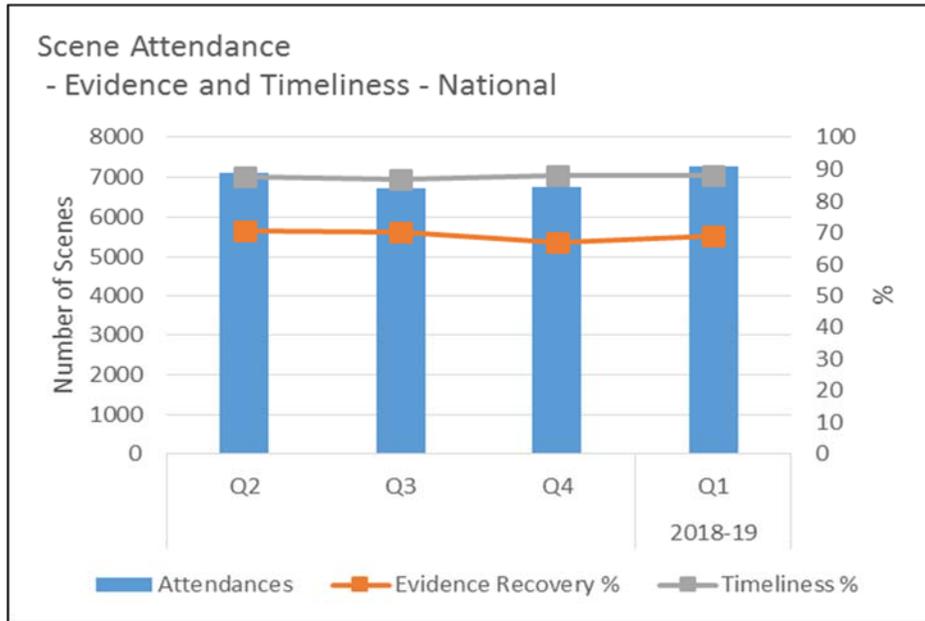


**Capital Expenditure**

£'000	Full Year Budget 2018-19	YTD Budget 2018-19	YTD Actuals 2018-19	Variance
Capital Expenditure	1,100	101	127	-26

Year to date capital expenditure is in line with budget. Procurement activity is underway to ensure planned capital business requirements are met in year.

### 3. SERVICE DELIVERY



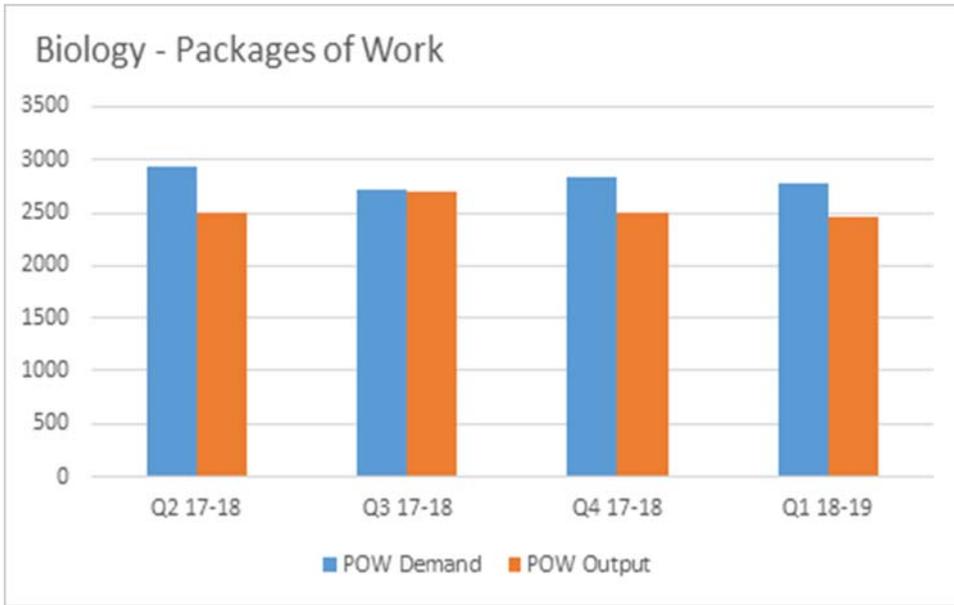
**Scene Examination:**

Scene attendance has increased 8% quarter on quarter with an average of 87% of all crimes attended within 24 hours.

The increase in demand is mainly in relation to serious crime incidents across the country which required the deployment of significant resources. These crime scene activities were complex and required multiple attendances.

Timeliness on average remains consistent with the last quarter at 87%. At a regional level there is variation with 90% of scenes attended within 24hrs of request target in North, while West and East are slightly below this. Overall West attendances account for 47% of the total national figure, 27% for East and 26% for North.

Evidence recovery remains strong with a slight increase in Q1 due to an increase in fingerprint recoveries in line with seasonal variation. Assessment and recovery of forensic evidence at the scene is critical for Police investigations leading to more focused laboratory examinations to support reduced turnaround times. Continuing to maintain these high levels and strength of performance is key for casework.



**Biology caseload:**

Outstanding Caseload:

Biology LSL	1279	→ -1%
Biology VCU	801	↑ 58% ↓

Biology Local Satellite Laboratories, slight reduction in casework however still carrying over 4 months work.

Biology Volume Crime Unit, casework at 2.3 months of outstanding work, new baseline\* – casework now includes Mark Enhancement Unit demand.

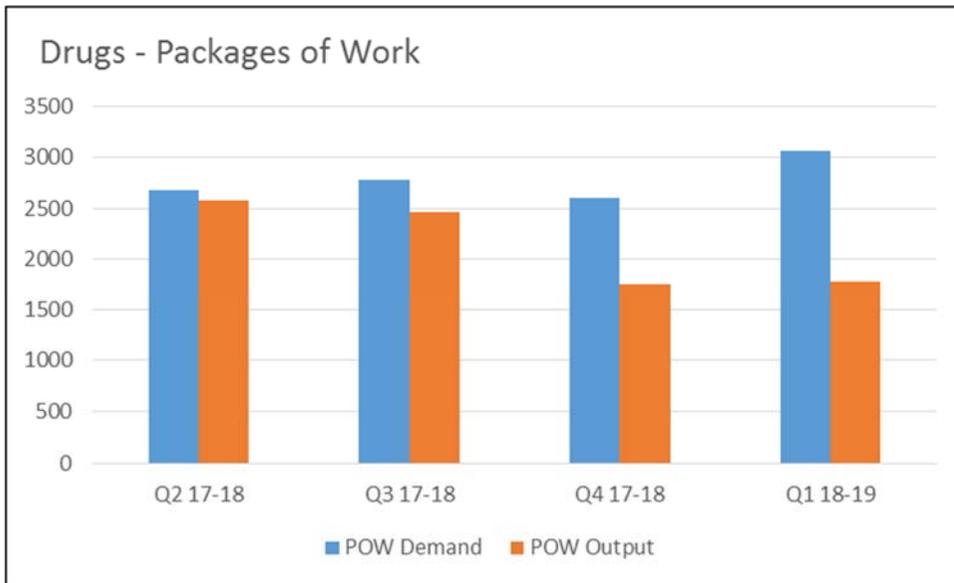
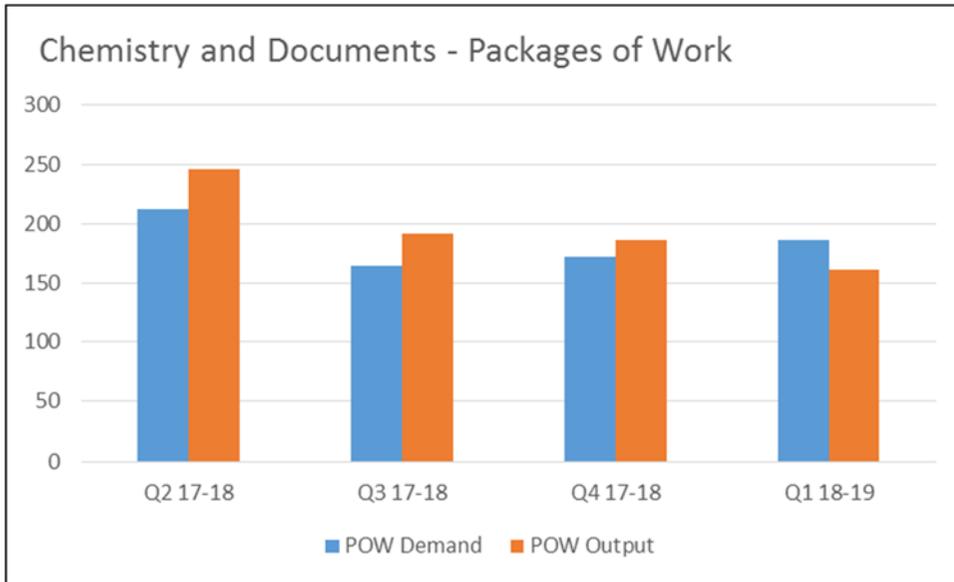
**Biology:**

Considerable work has been undertaken in the management of serious crime cases in Biology. Additional resources have been secured and new staff are now joining the organisation. This will increase capacity over the next 2 years as the benefits of staff training are realised. As training will be carried out internally support is being provided through the use of external scientific resources for resilience. This external resource will assist with the reduction of the caseload in the short term.

The throughput of work in Biology has been consistent throughout the last 4 quarters with the exception of Q3 2017/18 when a significant amount of overtime was undertaken to successfully reduce casework levels.

The overall Biology Volume Crime Unit (VCU) caseload is unchanged. Casework previously routed via Mark Enhancement is now included within the workload. This increase is not due to higher demand but as the casework from Mark Enhancement is now included in the Biology VCU which was not previously the case.

Demand remains consistent and high and is forecast to remain so for this critically important service which continues to provide much value to Police Scotland and COPFS.



**Physical Science:**

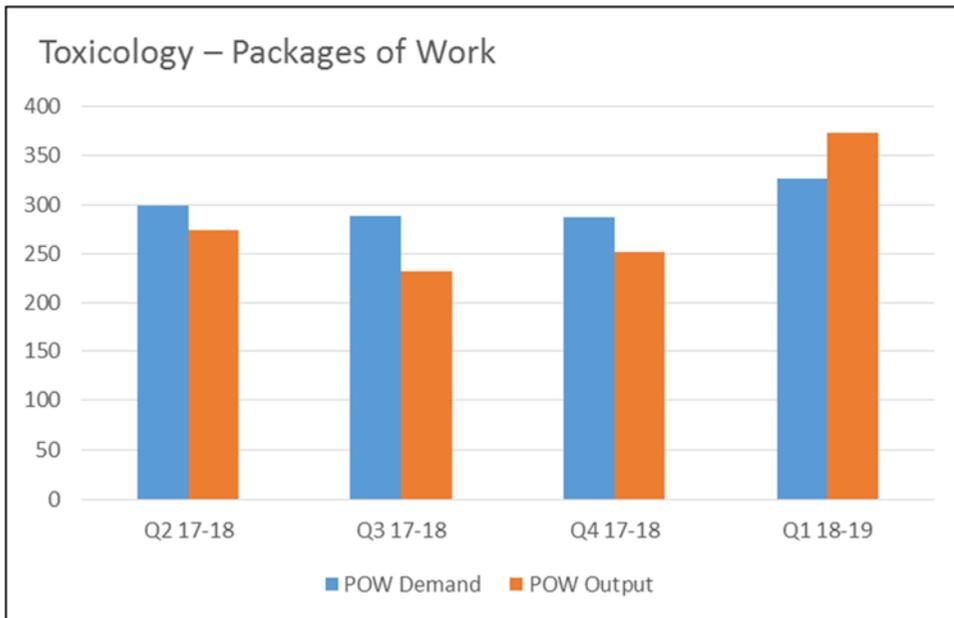
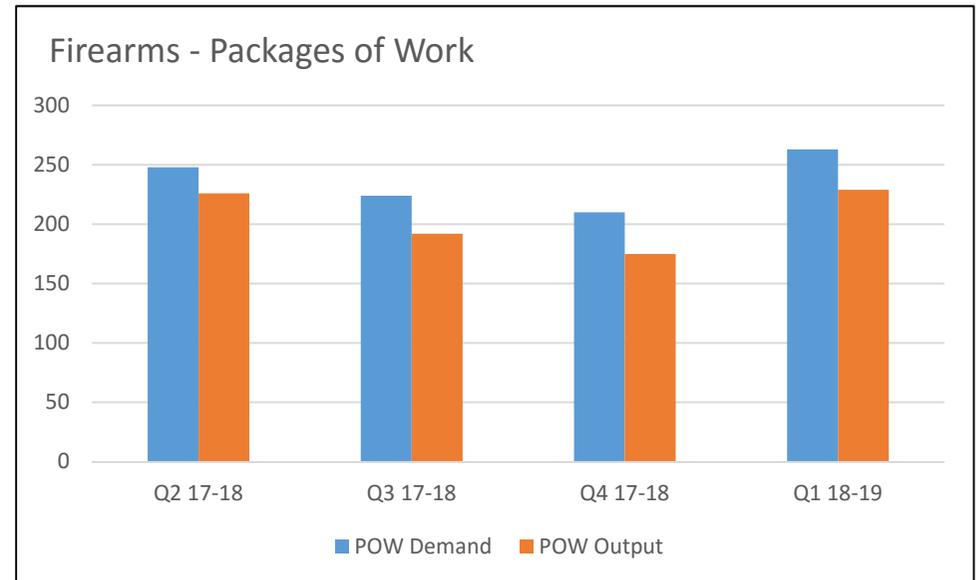
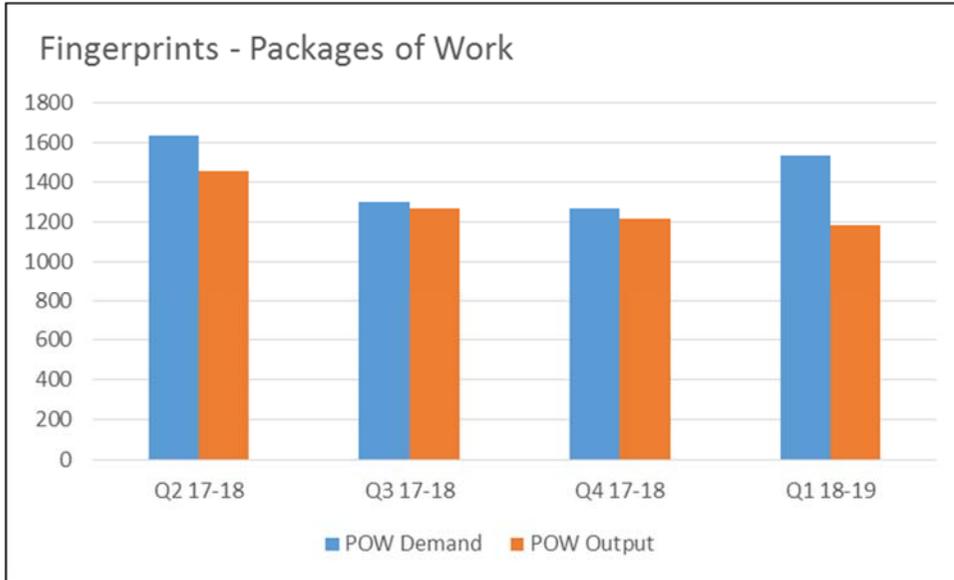
Drugs	3851	↑ 28%
Toxicology	322	↓ -22%
Chemistry & Documents	102	→ -4%
Firearms	220	↓ -6%
Fingerprints	482	↑ 87%

**Drugs** volumes have again grown significantly in the last quarter in line with expectations and as a consequence of the changes to the Mis-use of Drugs Act in May 2017.

Action has been taken to invest in both staff and new technology which will reduce the backlog to near normal levels by the end of the year. This will result in faster turnaround times for drugs cases which will allow for the building of greater intelligence and growing this service moving forward.

**Toxicology** output has increased in the last quarter with a number of cases nearing completion being closed, this represents good progress. Work will continue to reduce the outstanding casework which will be helped by the additional staff joining the service.

**Chemistry and Documents** have a strong performance and crime scene response. An initiative has been undertaken reducing casework workload ensuring a faster response to investigative crime. Output has reduced slightly in the first quarter owing in part to the requirement to develop a new testing method for firearms discharge residue for lead free ammunition.



**Physical Science (continued):**

**Firearms** casework demand remains high and shows a further increase this quarter. Workflow efficiency has been reviewed which has been reflected in an increase in output. Additional capacity is being provided which will start to reduce caseload in this area later in the year.

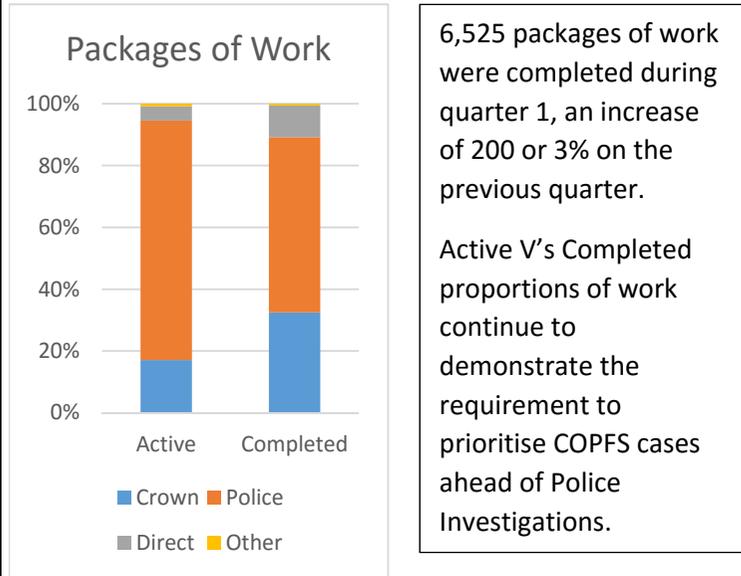
**Fingerprints** casework demand has increased in the last quarter due to an increase in fingerprint submissions from scene examination partly due to seasonal variation. Caseload workload has risen to levels consistent with that of 2017/18 and still within reasonable turnaround times.

**Partner Delivery to Memorandum of Understanding**

FORENSIC SERVICE ANALYSIS - TIMELINESS INDICATORS							
Urgent Priority				Livescan Tenprints			
Target	100%	Actual	76%	Target	90%	Actual	98%
High Priority Custodies				Volume Crime DNA			
Target	90%	Actual	96%	Target	90%	Actual	91%
Police Drugs Cases				Criminal Justice samples			
Target	90%	Actual	36%	Target	90%	Actual	99%

Drug cases are showing a poor performance consistent with the significantly high volumes of work in this area. As noted actions have been taken to address this issue which will work towards creating a real time response.

**Packages of Work by Customer – Quarter 1**



**Scientific Value**

The value brought through the use of forensic science is to be discussed amongst all partners at a planned “value” meeting in October 2018. It is hoped the output of this meeting will be to broadly agree the levels of value which exist and how such value contributes to each partner’s success.

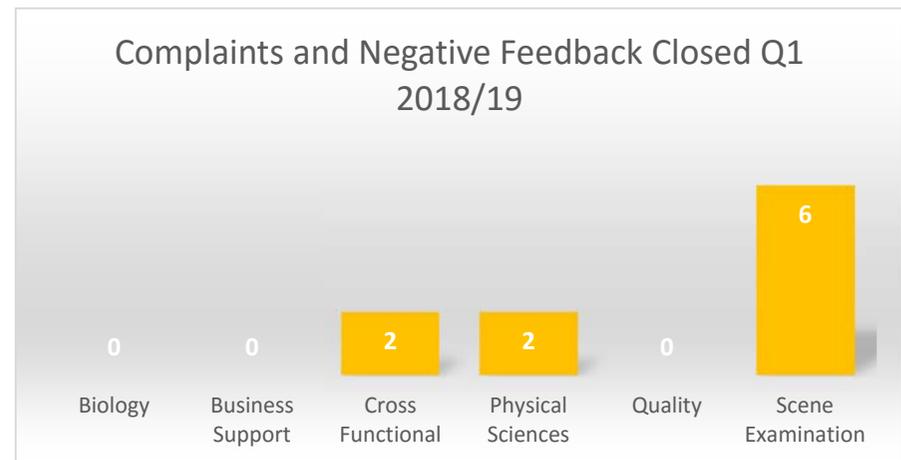
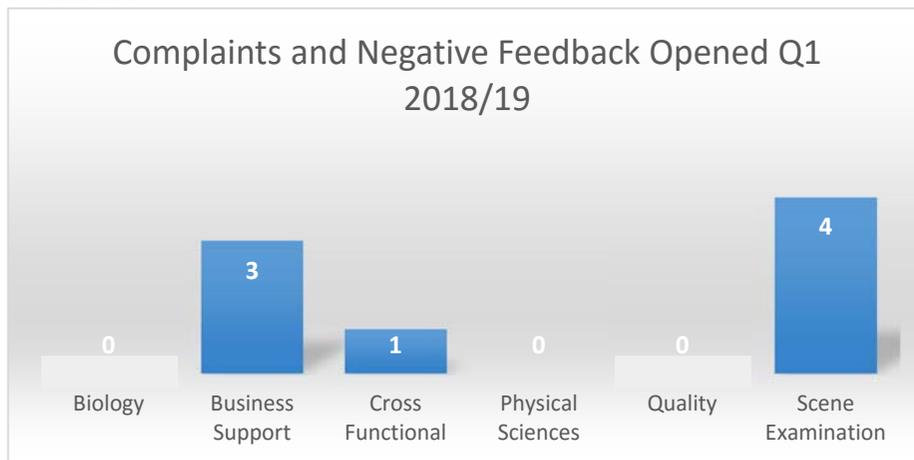
These measures of value will help to assess the achievement of Strategic Objectives. Together with this there will be a gauge as to the value forensic science is contributing through the services delivered.

Whilst absolute value measures may be difficult to quantify the timeliness of service and development of service provision is not. The benefits this will bring can be assessed and lend themselves to a calculation of value. This work on value assessment will continue alongside growing the recognition of scientific value, this has is a key theme in the Forensics 2026 Strategy.

4. QUALITY

<p><b>UKAS accreditation</b></p> <p><i>Successful renewal and maintenance of ISO17025 accreditation has been confirmed by UKAS following the 2017 inspection visit.</i></p> <p>UKAS have also confirmed the application for Forensic Services to become a ‘multi-site’ accredited organisation has been successful. This will lead to efficiency in the UKAS accreditation process. There will also be some savings in overall UKAS costs and time afforded to this accreditation activity by the business.</p>	<p><b>UKAS Extension to Accredited Scope</b></p> <p>Quality accreditation has been further extended following an assessment by UKAS to ISO 17025 for Mark Enhancement and DNA Recovery in May 2018. Subsequent to UKAS review of evidence, accreditation is on track to be awarded in autumn 2018 for this process.</p> <p>Further laboratory DNA analysis methods have also been subject to recent assessment again with accreditation confirmation on track for award in autumn 2018.</p> <hr/> <p><b>20 Years of UKAS Accreditation</b></p> <p>The 1<sup>st</sup> of July 2018 marked 20 years of the UKAS accredited ISO 17025 laboratory quality standard. Continuous maintenance of quality accreditation over this period of time is testament to the commitment of all Forensic Services staff both past and present. Being able to main this high quality level over this period gives significant assurance to customers and the public of Scotland.</p>
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**Customer Feedback**



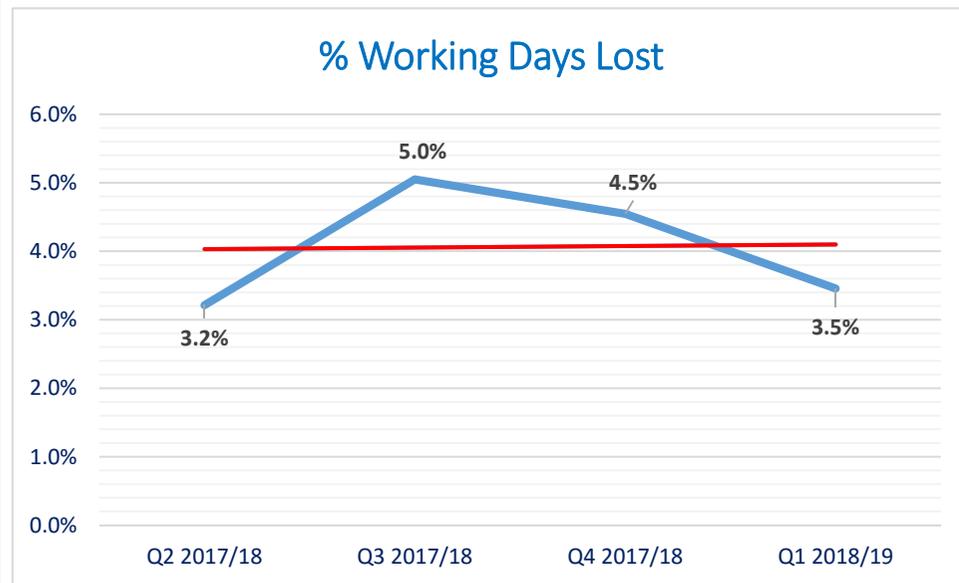
Q1 complaints and negative feedback are at low levels, there is active management of these issues as demonstrated. Position consistent with that of previous quarters.

PEOPLE

**Attendance Management**

Staff absence has fallen 1% in the last quarter and 1.5% from the peak at the end of 2017. This improvement has resulted in 300 more productive days being provided into the business. The split between short term and long term sickness in the last quarter was 44% : 56% absence respectively.

When viewing absence over a 12 month period the trend line shows an average absence of 4%.



Staff absence varies across the business and therefore each business unit monitor these figures on a monthly basis.

**Staff Pay and Reward Modernisation (SPRM) Programme**

Forensic Services are fully engaged in the SPRM project with membership at the Negotiating Steering Group.

The SPRM programme continues to take forward the modernisation of terms and conditions for Forensic Services staff. The dedicated SPRM site on the intranet provides staff with up to date information on the SPRM project along with FAQs.

The latest in the 'Focus on' themed communications on Negotiations was issued in May 2018. Formal negotiations with staff associations commenced on the 10<sup>th</sup> of May 2018 with a period of 4 months allocated for the negotiations stage of the project. Following negotiations and on agreement of the proposed employment package and prior to ballot, the SPRM team will conduct engagement sessions to update on the proposed employment package. Staff associations will also be conducting surgeries for their members.

**Staff Engagement– Business Plan**

A Forensic Services Leadership Development day was held on the 5<sup>th</sup> of June 2018. The purpose of this event was to provide focus and opportunity for leaders within Forensic Services in addition to starting structured engagement on the Forensic 2026 Strategy. A further leadership event is planned for the Autumn 2018.

Further 2026 engagement sessions will be held across the country for all staff to provide further details of the work which will be carried out during the first phase of strategic delivery. This will give staff the opportunity to understand more and be involved in the delivery plans which have been presented to the Board.

## 5. Examples of Our Work

### **Recent Murder**

Forensic evidence in this case helped confirm the circumstances of the murder and bring a successful conviction against the accused suspects.

The two suspects were found to have mounted a vicious attack against a member of the public. Forensic teams worked together to establish the events which had led to this murder and also gathered evidence to confirm the suspect's presence at the scene.

In total over 80 items of clothing, footwear and other evidence recovered from the scene were submitted for examination and analysis. In addition a detailed examination of the scene took place to recover all available evidence including footprints through the use of forensic mark enhancement techniques. Upon attendance at the post mortem further partial footwear marks were noted on the head of the deceased.

This case required input from several Forensic Services teams and many hours of work were conducted both at the crime scene and within the Forensic Services laboratories.

DNA matching the accused was found on the clothing of the deceased and on several items at the crime scene. Blood pattern spatter was interpreted to determine where the deceased had been attacked and the potential weapons which were used. In court questions had to be addressed regarding the potential use of weapons to strike blows to ascertain the circumstances surrounding the murder. The Forensic Biologist was required to provide interpretation of the type of activity most likely given the form and distribution of the blood present.

The footwear marks photographed by Scene Examination, appeared to have been made by shoes comprising at least two different sole patterns. Footwear marks from the scene and from the deceased's body were compared to numerous pair of shoes submitted (from the suspects and from the police and paramedics for elimination purposes). The soles of one of the pairs of shoes attributed to the suspects bore similarities to a number of the marks at the scene and on the body of the deceased and the Forensic Chemist gave opinion in court that this pair of shoes could have been responsible for these marks.

Further, the Fingerprint Team reported an identification between suspect's prints and a palm print recovered from crime scene.

The two accused were subsequently jailed for life imprisonment.