

Meeting	SPA Board Meeting Public Session
Date and Time	28 November 2017
Location	Stirling Court Hotel, University of Stirling FK9 4AE
Title of Paper	Forensic Services: Performance Report Quarter 2 2017/18
Item Number	9.1
Presented By	Tom Nelson, SPA
Recommendation to Members	For Noting
Appendix Attached:	Yes

PURPOSE

To provide Board Members with information on delivery of SPA Forensic Services for Quarter Two 2017/18 and an update on current activities.

1. BACKGROUND

- 1.1 For Year Two of the SPA's evolving performance framework "Performance Matters", corporate performance reporting has changed for 2017/18. As reported at the October Board SPA Corporate performance and Forensics Services performance is now presented within two separate documents at the SPA Board. Corporate performance remains integrated within the SPA CEO report whilst Forensic Services is now reported on a standalone basis by the Director of Forensic Services.
- 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 2017/18.
- 1.3 The report demonstrates SPA Forensics Services delivery over the last quarter through the following components:
 - Progress updates on Forensic Service commitments laid out in the annual business plan
 - Qualitative performance data;
 - Evidence of service initiatives and improvements

2. FINANCIAL IMPLICATIONS

- 2.1 Forensic Services are working to deliver on budget for the 2017/18 year with the quarter two results showing good progress in this regard. The forecast outturn for the full year is challenging and will be kept under review throughout the coming months.

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 legal 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 equalities implications associated with this paper.

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

It is recommended that Members note the information presented in the attached Forensic Services report.

SCOTTISH POLICE AUTHORITY

FORENSIC SERVICES

PERFORMANCE REPORT

Quarter 2 Board Report 2017-18

Introduction

The Scottish Police Authority's Forensic Services Directorate provides an end-to-end service to the criminal justice process in Scotland – from Crime Scene to Court – within a total quality system compliant with UKAS (UK Accreditation Service) and the Forensic Science Regulator. Forensic Services is organised into four distinct 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.

Over the forthcoming year, Forensic Services will refresh its approach to performance reporting. The subsequent report represents the first phase in the development of this improved performance framework. The report will evolve throughout the next four quarters by enhancing the information available to SPA Members, and taking cognisance of recommendations laid out by Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) within its Thematic Inspection of Forensic Services.

Values reported refer to July to September (Quarter 2) 2017-18 unless otherwise stated.

Executive Summary

Forensic Services Business Plan

Forensic Services have developed the overarching 2017/18 Forensic Services Business Plan with the key strategic objective being 'maximising casework capacity to meet demand'. A number of objectives have been identified under each business activity area and the majority of work is progressing within target timescales.

Highlights progressed during Quarter 2 include the ongoing development of the Forensics 2026 strategy and further work has been undertaken to review capacity and demand profiles – this information is integral in establishing a baseline to inform Forensic Services proposals to enhance capacity. A Forensics 2026 draft Strategy document was presented at the Forensic Services Committee in November.

Update on the Joint National Forensic Gateway Implementation

Following on from the evaluation of the pilot of the Joint National Forensic Gateway (JNFG), Forensic Services have continued to liaise with Police Scotland to progress the outstanding action relating to the permanent implementation of the process. To date it has not been possible to identify any LEAN Sigma resource within Police Scotland and other options are now being explored to identify expertise to undertake the mapping of the Police Scotland / Forensic Services processes to remove duplication and allow the final process to be identified. This work is required to ensure that inefficiency is not introduced into Police Scotland processes and also to confirm the final establishment of resource into the Forensic Services part of the JNFG. In the meantime forensic assessments are continuing to be undertaken of appropriate submissions within the JNFG as per the processes in place during the pilot. This work will be addressed as part of the HMICS recommendations.

HMICS

This report was published in June with HMICS making twenty three recommendations for improvement. An improvement plan has been developed to address these recommendations, overseen by a short-life working group which sees participation from Forensic Services, Police Scotland, the Crown Office and Procurator Fiscal Service. Progress of the actions in the plan will be reported to the Forensic Services Committee, and to the SPA Board on a quarterly basis.

New Psychoactive Substances (NPS) Centre of Excellence and Drugs Intelligence Unit

A proposal is being progressed to seek funding for the establishment of the NPS Centre of Excellence and Drug Intelligence Unit. There has been extensive engagement with both Scottish Government and many partner agencies in respect of this proposal and much positivity surrounding this wider collaborative project. The benefits of this will be delivered to Police Scotland, the NCA, the NHS and NHS24, Scottish Prison Service, COPFS and Scottish Universities amongst others. Drugs related deaths figures published this August have seen a rise in drugs deaths in Scotland to the highest level ever recorded. Of these deaths approximately a third were related to NPS's. This also aligns to the work being led by ACC Johnson in relation to the Drugs Strategy within Police Scotland.

Drug Driving Toxicology Service

The Scottish Government has announced that it will implement drug driving legislation during 2019, this will involve setting drug driving limits and allow roadside testing of motorists for this new offence. In making this legislative change Forensics Services require to set up a Drug Driving Toxicology Service which will be responsible for all laboratory analysis of drug driving samples. Police Scotland will undertake all screening activity. The application for funding has been made in the current financial year given it will take 18 months to purchase, commission instrumentation and gain quality accreditation for this new service.

Biology Service Improvement Plan

A proposal is being progressed to seek Reform funding to enable service levels within the Biology function to improve in line with partner demand. This change will allow Biologists to further focus on Police Scotland Investigative casework whilst continuing to meet the judicial time frames required by COPFS. This programme of work aligns to the Forensics 2026 Strategy.

In addition the Criminal Justice (Scotland) Act 2016 implements a number of changes to the process for Sheriff and Jury business in the Courts. Time limits for court hearings in the Sherriff Court will mirror those in the High Court and have an impact on timeliness requirements for Forensic Services, therefore an area which must also be planned for.

Digital Evidence Sharing Capability (DESC)

The Digital Evidence Sharing Capability (DESC) is a collaborative and cross-sector justice project to develop and implement a way to capture, store and share evidence digitally at every stage of a criminal investigation and prosecution. Forensic Services are engaged in this project, which is being led by Scottish Government, to ensure the forensic digital workflow capabilities are considered. A demonstration of the current forensic systems- Evidence Management System, Image Management System and Multimedia Unit court presentation packages- was completed during September. Police Scotland are involved in this Project and this will ensure the ICT interdependencies for Forensic Services are considered. The overall project is at the prototype Development Stage with an associated business case outlining benefits and investment costs anticipated by March 2018.

This is a positive step for Forensic Services as involvement in this project should result in the enhancement of evidence presentation in Court and a more efficient means of sharing information across the justice sector.

Senior Leadership Day

Held on the 5th of September at Tulliallan Castle and attended by the Director of Forensic Services, the Head of Scene Examination and a Biology Operational Manager. Some useful insights were shared during this “Your Wellbeing Matters” event, ahead of the official launch on the 18th of September 2017. Forensic Services are fully engaged in this programme and have 8 fully trained health and wellbeing champions who will support and underpin the delivery of this organisation wide wellbeing initiative.

Information Commissioner Audit

During August 2017, SPA Forensic Services were subject to an audit by the Scottish Information Commissioner. Staff members from across Forensic Services participated in interviews and provided supporting documentary evidence to the audit team. A programme to deliver on the recommendations will be finalised in the coming weeks. Forensic Services have provided feedback to SPA Information Management for inclusion in the response to ICO’s audit.

Independent Advisory Group – Biometric data

Forensic Services are represented on the Independent Advisory Group on the use of Biometric data in Scotland. The group have now met a number of times and will report to Scottish Government on the future governance in this area. The advisory group is considering the recommendations contained in the HMICS report ‘Audit and Assurance Review of the Use of the Facial Search Functionality within the UK Police National Database (PND) by Police Scotland’ and to advise Scottish ministers on the use, governance and oversight of the use of biometric data in Scotland. The group will be reporting in the next couple of months ahead of a consultation period.

1. Performance

FINANCE

Quarter 2 2017/18 – Summary

The financial position at the end of quarter 2 indicates a strong performance against budget with expenditure of £13,969k against a budget of £13,977k. Actual expenditure versus budget is in balance while demand for forensic services remains high. Corporate services and property costs are not included within Forensic Services expenditure.



	Budget 2017/18	Actual 2017/18	Budget 2016/17	Actual 2016/17	Yr on Yr Actual Variance
Staff Costs	11,273	11,259	11,117	11,073	186
Supplies and Services	1,912	1,940	2,093	1,839	101
Ict Costs	525	512	290	266	246
Transport Related	177	165	121	182	-17
Third Party Payments	112	116	113	115	1
Administration Expenses	76	61	74	78	-17
Premises Costs	13	5	5	20	-15
Income	-69	-90	-41	-32	-58
Unallocated Expenses	-43	0	0	0	0
Total	13,977	13,969	13,772	13,542	427

A comparison against the same period last year provides the following:

- Supplies and services are £186k higher due to the timing of invoices of DNA testing consumables, not the usage which is consistent.
- ICT Costs are £246k higher due to timing of the annual invoice for the National DNA Database Software charges issued by the Home Office.
- Transport costs are £17k lower due to a combination of reductions in relocation expenditure £12k and vehicle fuel costs, £5k – timing of invoices.

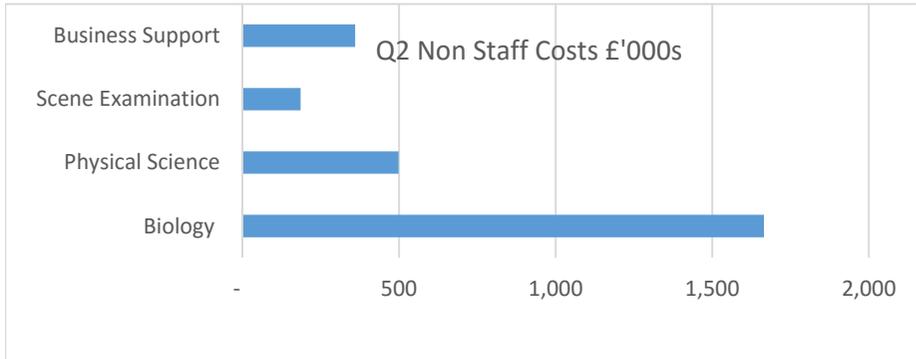
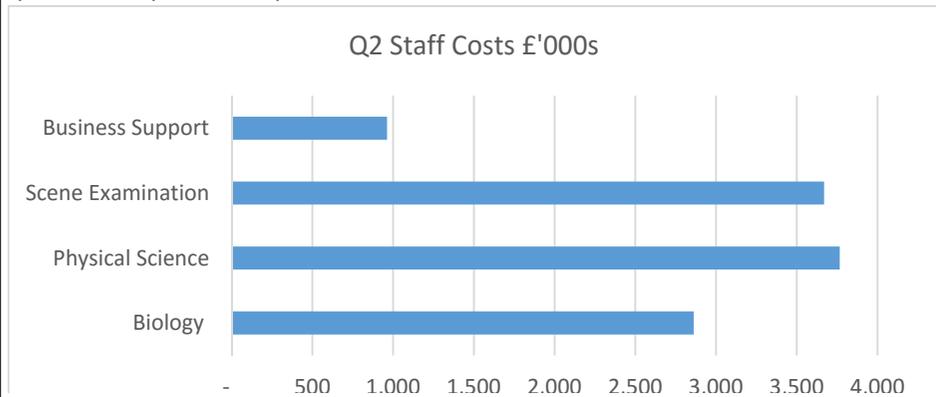
Staff cost analysis against budget

Staff costs	Q2 Budget	Q2 Actuals	Variance	Full Year Budget	Full Year Forecast	Variance
Salaries and on costs	10,424	10,364	61	20,910	20,851	59
Overtime	168	261	(93)	403	625	(222)
Allowances	681	635	46	1,445	1,347	98
	11,273	11,259	14	22,758	22,823	(65)

Staff costs are running to budget with the exception of overtime. Overtime is £93k above budget as activity has been higher due to operational requirements, this is anticipated to continue throughout the year.

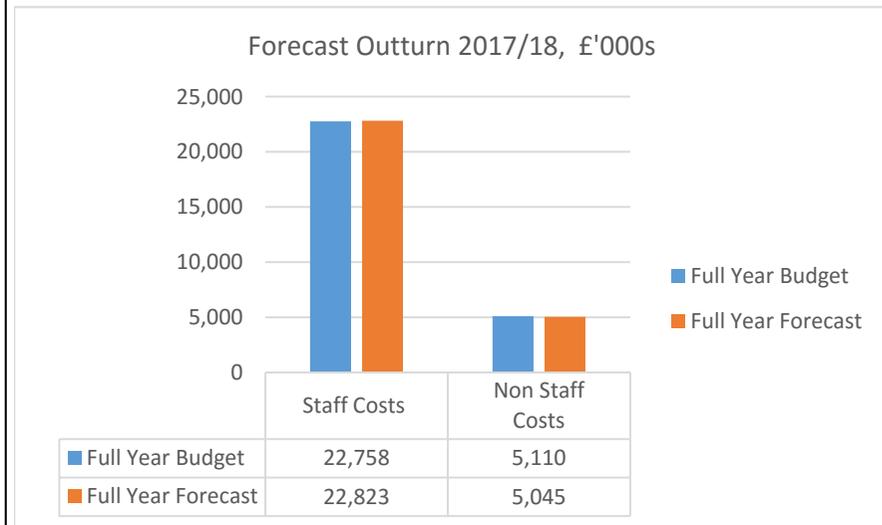
The full year staff cost forecast, is an overspend of £65k, mainly due to the overspend on overtime being worked due to demands over and above the available capacity.

Quarterly Expenditure per area - The tables below provide details of the quarter's expenditure per Forensic Area.



Forecast Outturn 2017/18

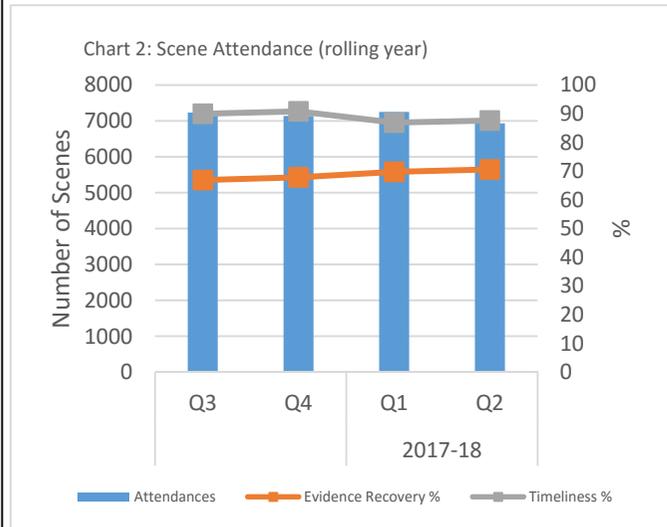
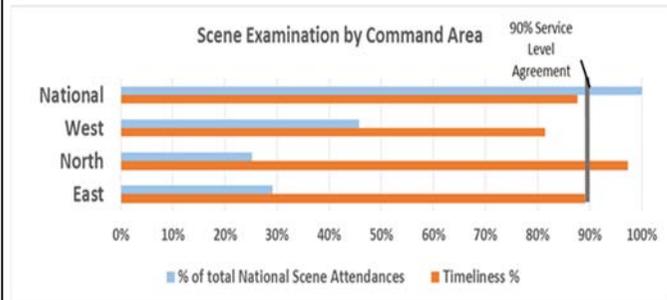
The forecast expenditure outturn for the financial year is as follows:



Staff costs are forecast to exceed budget by £65k due to increase demand while non-staff costs will underspend by an equivalent amount to achieve a forecast breakeven budget for 2017/18.

SERVICE DELIVERY

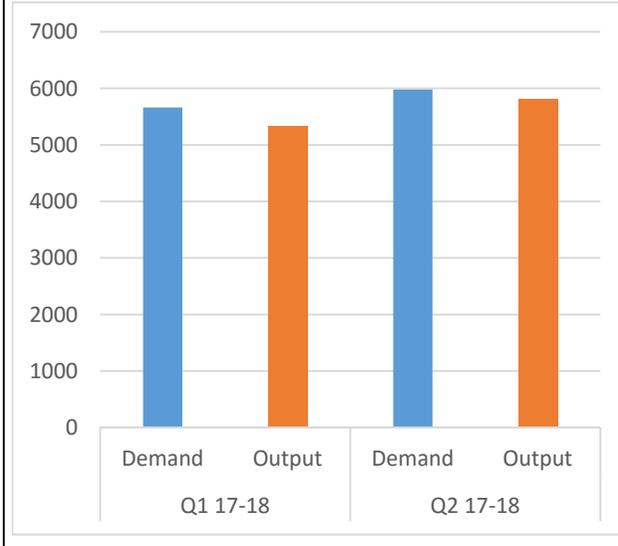
Scene Attendance



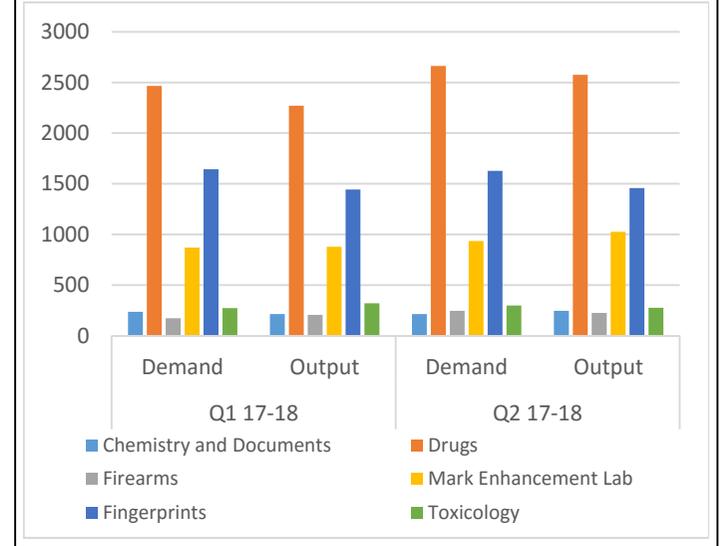
Scenes Commentary

Scene attendance and recovery rates are consistent. Performance is slightly below the targeted 90% of scenes attended within 24 hours.

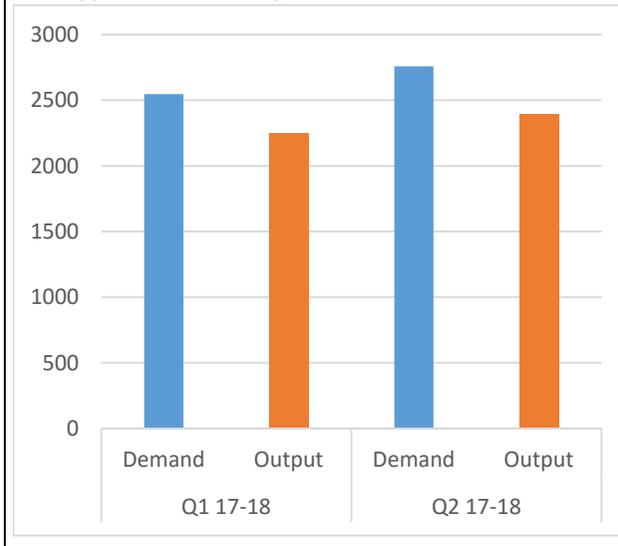
Physical Sciences – Total Packages of Work



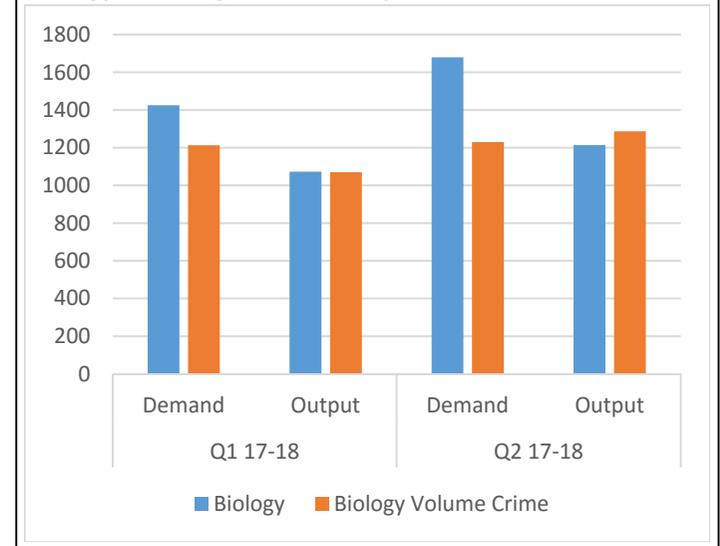
Physical Sciences – Packages of Work by Unit



Biology – Total Packages of Work



Biology – Packages of Work by Unit



Forensic Services Caseload

Active Caseload			
Biology LSL	1422	↑ 9%	LEGEND - Months worth of Caseload in Unit*
Biology VCU	509	→ -1%	
Drugs	1898	→ 0%	
Toxicology	305	↑ 18%	2 or less
Chemistry & Documents	173	↓ -13%	2 - 4
Firearms	185	↑ 9%	4 or more
Mark Enhancement	1270	↓ -6%	
Fingerprints	746	→ 1%	

The reporting of demand and output is now considering packages of work, the active workload is still being measured in cases however will be updated to packages of work in Q3.

**Months worth of caseload calculated as the active caseload in each unit / baseline capacity of each unit*

The caseload continues to increase in Biology as there are recognised issues with service demand being greater than capacity. Output has risen in the last quarter due to increased levels of overtime being worked. The Service Improvement Plan and associated business cases on resources already discussed will progress actions aimed to redress this balance in the short, medium and long term.

Whilst the drugs caseload appears to remain static the demand has started to increase in this area due to changes brought about by recent amendments to the Misuse of Drugs Act. The impact has been noticeable in August and September and so this likely demand will now be forecast out over the next 12 months to ensure sufficient forward planning work is considered both within Forensic Services and our partners on the best means to manage this position.

Mark Enhancement has been hit by recent staff absence and therefore internal capacity levers are being exercised to help however these are not sufficient to bridge this gap fully. This situation is further compounded by the additional work in this area to obtain the Quality Extensions to scope planned over the next 6 months. Greater resilience for the Mark Enhancement Recovery Unit is being planned.

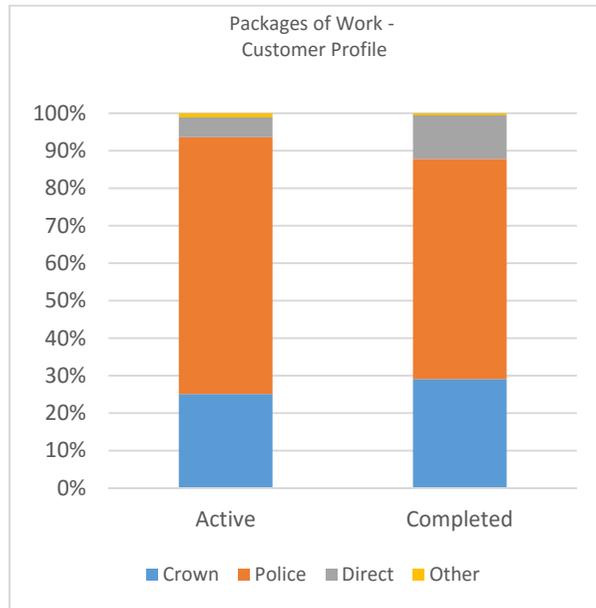
Across all areas we continue to deliver a strong service response to major and urgent examinations and engage with partners to prioritise casework while demand remains high and is forecast to remain high. We have dedicated significant resources to recent Police operations from which we are still recovering however the results from our work has been superb. In recognising this position the 2018/19 budget plans and the proposals being presented will assist in developing and growing capacity to meet current and future partner needs.

Partner Delivery to Memorandum of Understanding

FORENSIC SERVICE ANALYSIS - TIMELINESS INDICATORS Q2							
Urgent Priority				Livescan Tenprints			
Target	100%	Actual	89%	Target	90%	Actual	100%
High Priority Custodies				Volume Crime DNA			
Target	90%	Actual	98%	Target	90%	Actual	83%
Police Drugs Cases				Criminal Justice samples			
Target	90%	Actual	51%	Target	90%	Actual	100%

There are positive improvements in Urgent Priority and Volume Crime DNA, however, a drop in Police Drugs Analysis.

7,652 POW's completed during Quarter 2, a 480 (7%) increase compared to 7,172 in Quarter 1. Active vs Completed proportions continue to demonstrate Crown POW's being prioritised over Police Investigative cases.



Quarter 2 Scientific Value

As part of the development of the Forensics 2026 Strategy we will continue to actively develop our own improvement opportunities and more widely at demonstrating the value forensic science can bring. This work will be driven by Forensic Services and in the first instance looking at our own processes and areas for greater efficiency. We will also work with our partners to better realise and demonstrate the value of our work and how to best present this.

We are also engaging with Forensic Science Northern Ireland on their programme of assessing the value of forensic evidence. In addition the Home Office have provided funding and as a member of the Association of Forensic Science Providers we are being asked to challenge and identify the real value of forensic science. The value of forensic science is also a key theme in our Forensics 2026 Strategy.

QUALITY

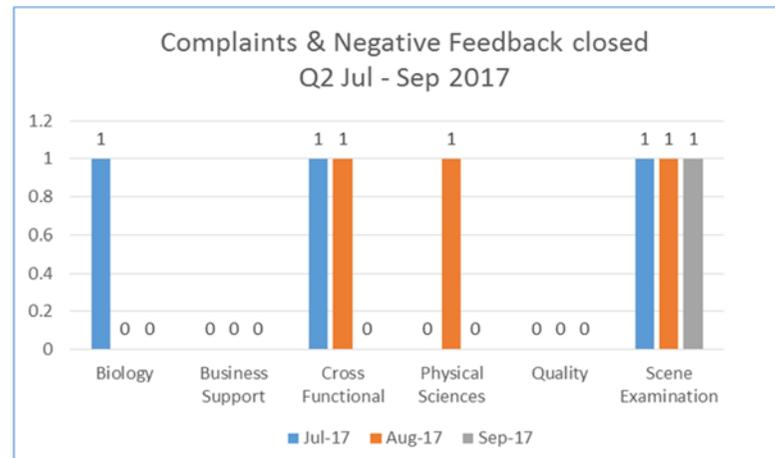
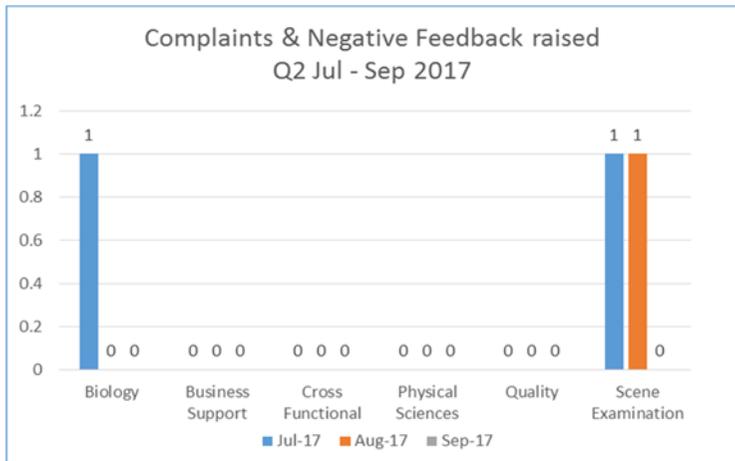
UKAS accreditation

The 2017 UKAS (United Kingdom Accreditation Service) Accreditation Assessment programme against ISO17025 will commence in Forensic Services Edinburgh on the 24th of October 2017. This will be the start of over 400 hours of concurrent assessment activity running to the 6th of December 2017, whereupon evidence will be collated to effectively close out the findings raised.

UKAS Extension to Accredited Scope

UKAS Extension to Scope (Ets)	Delivery Timeline				LEGEND
	Q1	Q2	Q3	Q4	
Globalfiler - Relationship testing (FS-Dundee)	[Green arrow pointing right]				On Track
Firearms - Bulletrax	[Green arrow pointing right]				Risk of Delay
Barcoding Implementation	[Green arrow pointing right]				Delayed
Physical Sciences - DNA recovery	[Green arrow pointing right]				Complete
Mark Enhancement	[Green arrow pointing right]				

Customer Feedback



Q2 complaints and negative feedback is low and has reduced on the number of incidents in Q1. We are now taking steps to provide a survey to our customers and gather feedback directly which will be reported in future performance reports.

Example of the Value Forensic Services Adds

Forensic Services were involved in a recent high profile cross-border drugs-related abduction case involving individuals from London, Cambridgeshire and Aberdeen.

The complainer was abducted by 4 men in Edinburgh assaulted and held in a house there overnight. The next day he was forced naked into the boot of a hired car which one of the accused had driven up from the south of England, and driven around Edinburgh. The complainer managed to wriggle his hands free from some of his bindings and rip the interior fabric of the boot, damaging the electrics, the vehicle stopped in a quiet residential area of Edinburgh.

Three of the 4 accused tried to push the vehicle at which point the boot opened and the complainer tried to flee however 3 of the accused fought with him in the street. He made his escape. Many witnesses called the Police and they arrived soon after catching the driver, nearby. The other 3 accused fled and were unidentified.

The case came to Forensic Services against the suspect who was detained in custody. Scene Examination and the Biology laboratory team in Edinburgh examined productions from the Edinburgh house and the car including the bindings, cigarettes and mobile phones. Further samples were submitted to Biology from the Mark Enhancement Team who improved the ability to recover evidence. In total approximately 60 samples were subjected to DNA profiling. Using specialist software the Forensic Scientist was able to report 17 mixed DNA profiles and were able to provide DNA hits against the Scottish DNA Database to identify the other 3 accused. The DNA results placed each of the 4 suspects in the Edinburgh house and in the car where the complainer was held.

All 4 accused suspects were charged and appeared in Court. Our Forensic Scientist attended the High Court in Edinburgh during the last week of September interpreting evidence for the jury to confirm the 4 accused had been at the crime scenes relating to the case. All 4 accused were found guilty and were sentenced on the 27th of October 2017 being given 7 year jail terms.

Another example of good work by Forensic Services is in regard to a Rape Case

The complainer met a man whilst out walking and the man told her he knew her and asked her to his house. Once there he sexually assaulted her. The survivor was unable to subsequently describe exactly what had happened. A friend contacted Police Scotland and the following day the Police were successful in narrowing down the area using data recovered from the survivors' mobile phone.

Intimate swabs were taken over 30 hours after the assault and the complainer had showered between then and the medical examination. These swabs were received in the laboratory and a forensic examination was undertaken. The results recovered were then subjected to DNA profiling a match was obtained on the Scottish DNA Database. At that time Police Scotland had identified individuals of interest however the accused was not one of them and was completely unknown to police at the time.

PEOPLE

Attendance Management

Absence figures for the second quarter of 2017/18 have shown an upward trend over the past 3 months due to increased absences in Scene Examination, however the year to date (YTD) figure remains under 3% with YTD absence for April – September of 2.91%. The YTD figure reflects a positive downward trend from the YTD absence for period of April –September of 2016/17 which was 3.24%. 59% of the absences YTD April to September 2017/2018 are attributed to short term absence and 41% to long term absence.

POLICE STAFF Absence	FORENSICS Q2							
	Month	WDA	STA	LTA	Total	Overall %	STA %	LTA %
2017/18 Month	Apr	8,318	131	85	216	2.60%	61%	39%
	May	9,429	157	86	243	2.58%	65%	35%
	Jun	9,013	141	95	236	2.62%	60%	40%
	Jul	8,643	125	114	239	2.77%	52%	48%
	Aug	9,507	195	110	305	3.21%	64%	36%
	Sep	8,718	168	151	319	3.66%	53%	47%

Vacancies

Work is ongoing to review our overall vacancies as part of the 2018/19 budget planning exercise and the business as usual resource requirements.

Staff Pay and Reward Modernisation (SPRM) Programme

There continues to be ongoing engagement between the Forensic Services Senior Management Team and members of the Staff Pay and Reward Modernisation Project. The SMT will continue to actively support this programme over the coming months and ensure staff are kept updated during this process.

Wellbeing Matters

The Wellbeing Matters launch took place on 18th September 2017. As part of demonstrating commitment and reassurance that there is support from dedicated experts, a relaunch of the Wellbeing Matters intranet site and a downloadable App. In addition over 170 Wellbeing Champions have been trained across Police Scotland/SPA to offer confidential support for staff and line managers and signpost to the most appropriate support services available to them. Staff can contact Wellbeing Champions from any area and there are currently 8 within Forensics Services. We recognise the impact the constant high levels of demand are placing on our staff and are now taking steps through the 2018/19 budget exercise to start to redress this balance. We are also integrating the Wellbeing ethos into business as usual through PDC's and the Healthy Working Lives Programme.

Health and Safety

Forensic Services H&S site meetings continue and there is good engagement with the Association of Forensic Science Providers (AFSP) H&S working group.

We have completed our review in receiving and examining cases involving the drug Fentanyl. This work was carried out in partnership with Police Scotland and also representatives from Scottish Fire and Rescue Service (SFRS). A Short Life Working Group was set up, with representatives from the 3 organisations, to look at the end-to-end process and to ensure there were appropriate health and safety procedures in place at each part of the process.

Forensic Services also provided advice to Police Scotland on the safe storage and transportation of powders suspected of containing fentanyl. The extra measures put in place for the packaging of powders provides added safety for anyone handling the production during transportation and storage, including both Police Scotland and SPA-FS staff. Forensic Services will now accept productions of suspected fentanyl for analysis. In the first instance the analysis will be carried out at the SCC only.

Forensics 2026 Strategy

Work within Forensic Services has been ongoing for some time to develop a long term strategy that demonstrates links to the wider justice community, the Policing 2026 strategy and the priorities of key stakeholders of Forensic Services.

Forensic Services went through a period of significant change as a result of the SPSA Modernisation Programme, 2010 – 12 and a period of readjustment as part of policing reform. However, to ensure the service remains progressive and dynamic it is now presenting a strategy which is both ambitious and innovative, and which builds on the successes that have been achieved so far.

The strategy reflects all the external influences which will shape the service of the future. It has also taken into consideration the views of the staff within the organisation and drawn on their experience and knowledge.

The Forensics 2026 draft Strategy was discussed at the Forensic Services Committee on the 7th of November with members providing their feedback and approval to move to a period of consultation. The consultation process will involve engagement with all key stakeholders who have an interest in ensuring Forensic Services has an achievable yet ambitious strategic direction. The focused consultation will be undertaken over a period of weeks between mid-November and early January, overseen by the senior managers within the service. The resulting views will be reflected into the final Forensics 2026 Strategy which will be reviewed by the Forensic Services Committee in February and the SPA Board in March 2018.