

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date</b>	<b>31 May 2018</b>
<b>Location</b>	<b>COSLA, Verity House, Haymarket Yards, Edinburgh, EH12 5BH</b>
<b>Title of Paper</b>	<b>Forensic Services Performance Report</b>
<b>Reference</b>	<b>B05.2018/06</b>
<b>Presented By</b>	<b>Tom Nelson, Director of Forensic Services</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Business Performance Report Q4</b>

**PURPOSE**

To present Forensic Services Performance Report, Q4 2017/18 for Committee consideration.

This paper is presented in line with;

- The Scottish Police Authority Scheme of Delegation

This paper is for discussion.

## **BACKGROUND**

- 1.1 The Forensic Services Business Performance Report is presented for Q4 2017/18.
- 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 year 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 have largely delivered to budget for the 2017/18 year in line with forecasts provided at the end of quarter 3. The outturn position is before the year-end audit work has been completed and therefore may be subject to change.

## **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 discuss the content of the Q4, 2017/18 Performance Report.

OFFICIAL

FORENSIC SERVICES

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AUTHORITY

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**FORENSIC SERVICES**

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**PERFORMANCE REPORT**

**Quarter 4, 2017-18**

## 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 January to March (Quarter 4) 2018 period unless otherwise stated.

## 1. EXECUTIVE SUMMARY

### BUSINESS REVIEW

Operational performance over the last quarter has been consistent with that of the first three quarters of 2017/18. Forensic Services have continued to provide valuable input predominantly to Police Scotland and the Crown Office and Procurator Fiscal Service however the backlog of casework is still high across many areas of the business.

Actions are currently being taken to address organisational capacity and transform areas of the business which will allow Forensic Services to reduce casework workload over the coming year and with this the opportunity to deliver greater value to customers. There is a lead in time for this activity as staff are recruited and trained - during this period there may be a further impact on casework backlogs particularly during Q1 and 2 in 2018/19. This is being managed with the use of other levers to ensure disruption to operational delivery is minimised.

The Forensic 2026 Strategy was approved on the 2<sup>nd</sup> of May 2018 providing the framework for change and the considerable benefits which can be achieved from doing so. This additional value and focus will allow forensic science to move forward supporting both investigation and evidential services. There is much work to do in this area which will be fully supported through the Forensic Services Programme Board and overseen by the Forensic Services Committee.

The 2018/19 integrated business plan will cover both business as usual activity and strategic change. The business plan being built to ensure work streams are complementary with no additional pressure placed on operational activity.

### FORENSIC 2026 STRATEGY – DELIVERY

A new Programme Board has been established to oversee the delivery of the Forensic 2026 Strategy. The Board chaired by the Director of Forensic Services who will also be the Programme Senior Reporting Officer will meet for the first time at the beginning of June.

The Programme Board will manage the overall strategic delivery. Supporting the Programme Board will be the appropriate Project Boards responsible for the delivery of individual work streams, the value of which and contribution to the overall strategic outcomes will be measured. Benefits to operational delivery will also be tracked through this Performance Report.

### HMICS

The 2018/19 business plan sets out the delivery plan over the next year and incorporates within this the actions required from the HMICS recommendations. There is impetus to close off these recommendations as the strategic work progresses working with Police Scotland and COPFS to do so.

There are some recommendations which may deliver out with the 2018/19 year however these actions will be commenced within the next 12 months.

The reporting of progress on HMICS actions will still be by way of report to the Forensic Services Committee on a quarterly basis ensuring oversight of these delivery arrangements is maintained.

### **Biometrics Advisory Group**

The Report of the Independent Advisory Group on the Use of Biometric Data in Scotland was published on Thursday, March 22, 2018.

The report made 9 recommendations which include the creation of an independent Scottish Biometrics Commissioner, the establishment of a statutory code of practice covering biometric data and technologies and a review of the existing retention rules (with distinct policies applied to children aged 12 to 17).

The Scottish Government accepted all 9 recommendations and outlined the next steps that would be taken to implement the recommendations. Scottish Government has advised that it intends to undertake a public consultation later in 2018 which will include discussion of these recommendations.

As detailed in previous updates the Director of Forensic Services is a member of the Biometric Advisory Group and will continue to lend support to this work.

### **Home Office Biometrics Programme (HOB)**

The Home Office Biometrics Programme has a significant budget of £850m which will take forward forensic science services in the UK and the national development of the required supporting systems.

Engagement with the Home Office Biometrics Programme Team on the 26<sup>th</sup> of April 2018 together with the Scottish Government and Police Scotland has started on the work surrounding the future of fingerprint records management on behalf of Scotland.

A meeting is planned with the Home Office Biometrics Programme to follow a similar work programme for the DNA database and infrastructure. We currently have our own Scottish DNA Database and also contribute to the UK National DNA Database. Future developments must reflect the Scottish requirements as well as those for the rest of the UK.

### **Law Enforcement Directive and GDPR Compliance**

The UK Data Protection Bill is being progressed through UK Parliament and once awarded Royal Assent the resulting Data Protection Act 2018 will incorporate the requirements of General Data Protection Regulation (GDPR) as well as the Law Enforcement Directive (LED).

The European Union's data protection framework is changing from the 25<sup>th</sup> of May 2018 when GDPR will apply and with this a requirement for Forensic Services to comply with this new legislation.

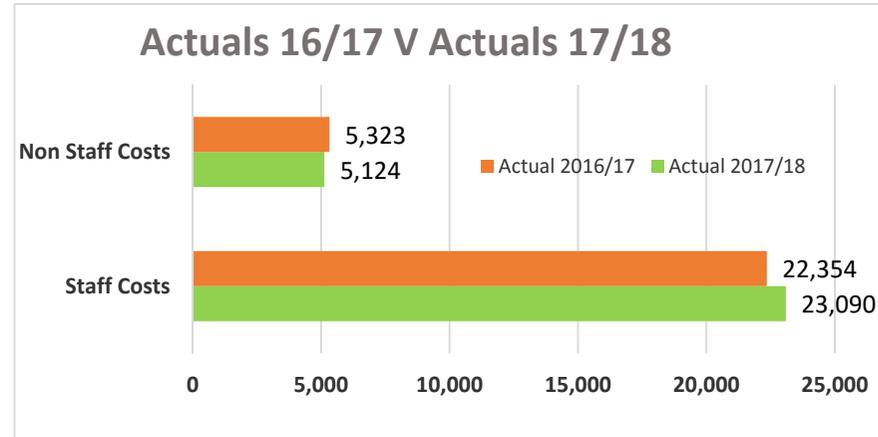
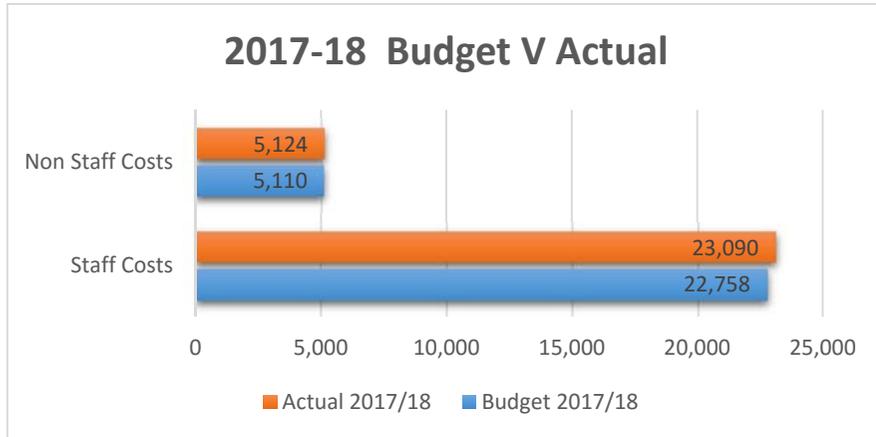
Forensic Services are members of the SPA GDPR Project Board working to deliver this required programme and ensure compliance with GDPR and LED. In addition the Information Commissioners Office (ICO) recommendations following the ICO audit in October 2017 have been incorporated into the GDPR Project Board delivery and reporting. Engagement is also underway with Police Scotland with regard to dependencies around readiness for areas including ICT systems.

Initial information has been gathered in readiness for this required compliance with GDPR principles. Work is now underway to ensure the compliance required is appropriately and completely managed.

2. FINANCE

**2017/18 – Summary**

The pre audit financial position for the year ended 31<sup>st</sup> March 2017, indicates a strong performance against budget with expenditure of £28,214k against a budget of £27,868k. Actual expenditure was higher than anticipated by £346k due to the new staff pay policy being agreed mid-March and backdated to September 2017 at a higher level than had been budgeted.



	Budget 2017/18	Actual 2017/18	Budget 2016/17	Actual 2016/17	Yr on Yr Actual Variance
Staff Costs	22,758	23,090	22,569	22,354	736
Supplies and Services	3,732	3,804	3,776	3,773	32
ICT Costs	597	558	653	656	(98)
Transport Related	415	323	312	400	(77)
Third Party Payments	337	343	227	336	7
Administration Expenses	182	194	280	180	14
Premises Costs	55	48	43	67	(19)
Income	(107)	(145)	(100)	(88)	(57)
Unallocated Expenses	(101)	-	-	-	-
<b>Total</b>	<b>27,868</b>	<b>28,214</b>	<b>27,760</b>	<b>27,677</b>	<b>537</b>

The year on year financial performance has been managed to ensure the expenditure of Forensic Services has been kept in line with the allocated budget.

The increase in annual costs between 2016/17 and 2017/18 relates mainly to staff inflation. The £100k cost saving target applied to the budget at the start of the year has been made through savings in the training budget and supplies and services costs.

**Staff cost analysis against budget, £'000s**

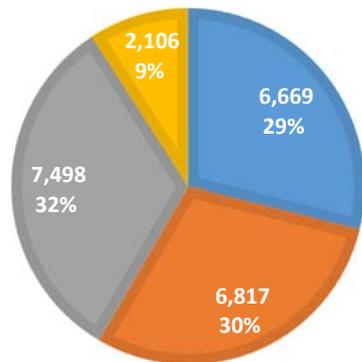
Staff costs	Budget 2017-18	Actuals 2017-18	Variance
Salaries and on costs	21,022	21,191	(169)
Overtime	403	588	(185)
Allowances	1,333	1,310	23
<b>Total</b>	<b>22,758</b>	<b>23,090</b>	<b>(332)</b>

Staff costs have exceeded budget due to the higher than budgeted pay award and increased levels of overtime at £185k over budget – additional activity has been due to operational requirements consistent with levels of demand.

**2017/18 Outturn Position**

**TOTAL STAFF COSTS (£ 000'S)**

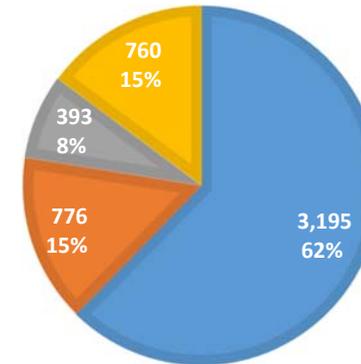
■ Biology ■ Physical Science ■ Scene Examination ■ Business Support



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

**TOTAL NON-STAFF COSTS (£ 000'S)**

■ Biology ■ Physical Science ■ Scene Examination ■ Business Support

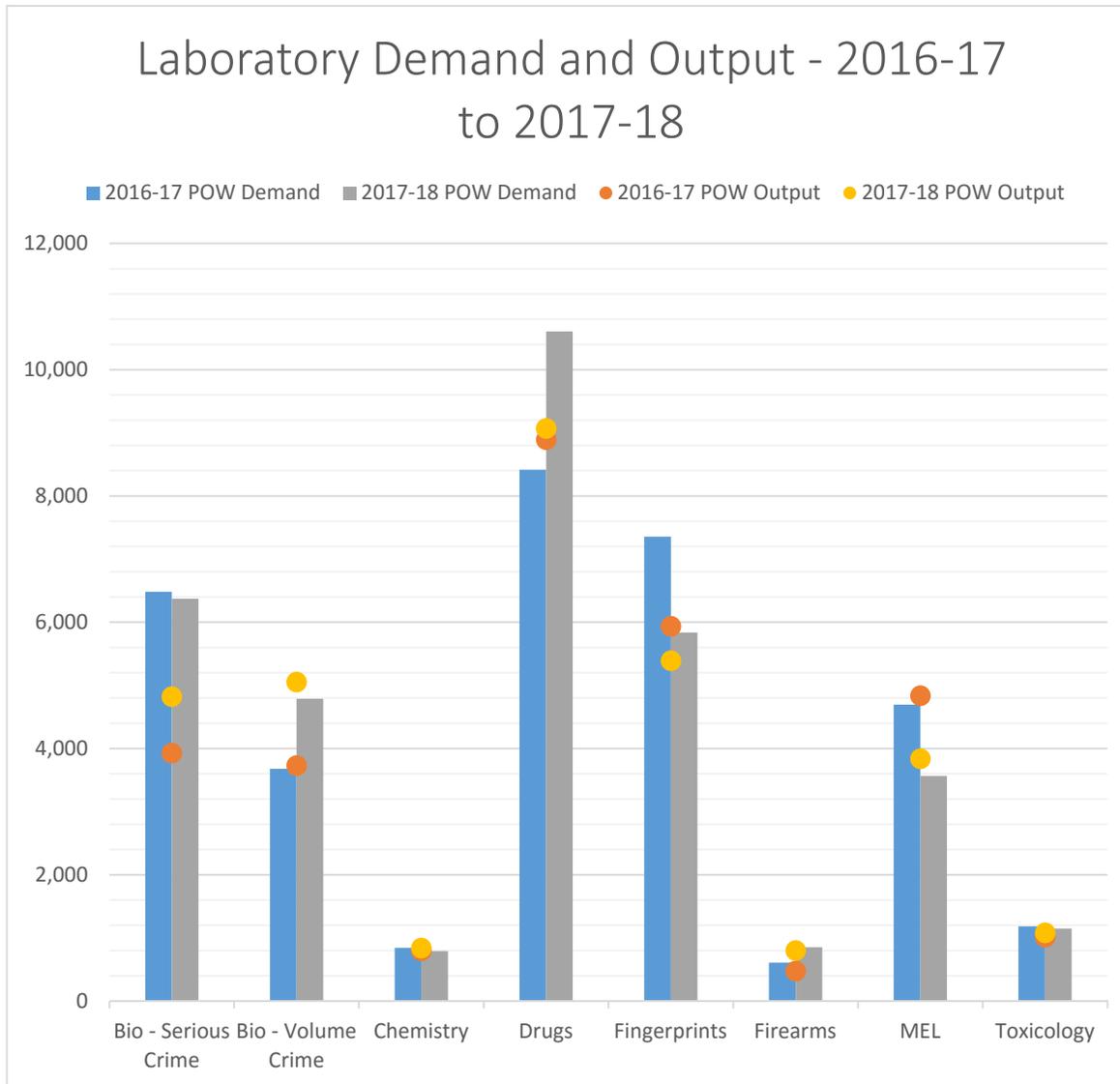


**Capital Expenditure**

Description	Budget 2017-18 £000's	Actuals 2017-18 £000's	Variance £000's
Capital Expenditure	900	1,084	-184

Capital expenditure is slightly ahead of 2017/18 budget as some 2018/19 expenditure was brought forward to March 2018.

3. SERVICE DELIVERY – 2016/17 v 2017/18 Year on Year Review



Demand for forensic services remains high year on year with fluctuation in both unit demand and output consistent with business factors as explained by exception below.

**Biology:**

Serious crime is comparable however there has been a rise in the demand for volume crime work. Output has also increased however some of this relates to the levels of overtime worked particularly in respect of serious crime cases in order to reduce the backlog of casework in this area. Looking forward to 2018/19 and the addition of new staff it is anticipated output continues to grow with the outstanding casework workload reducing.

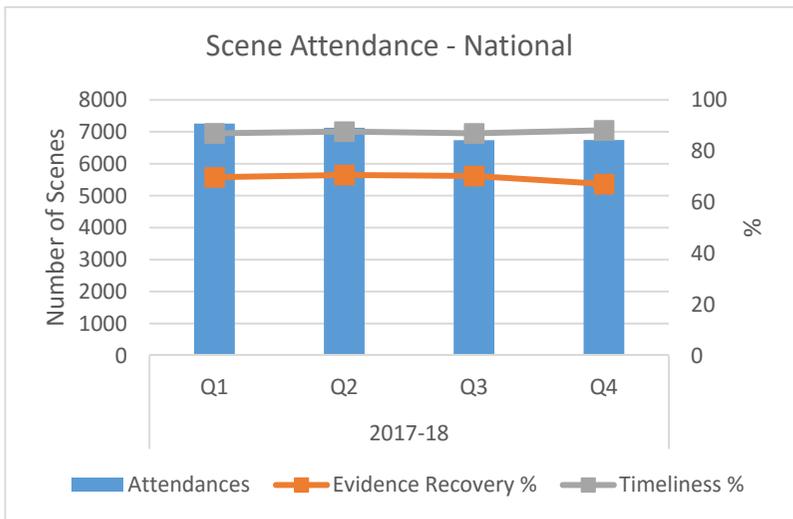
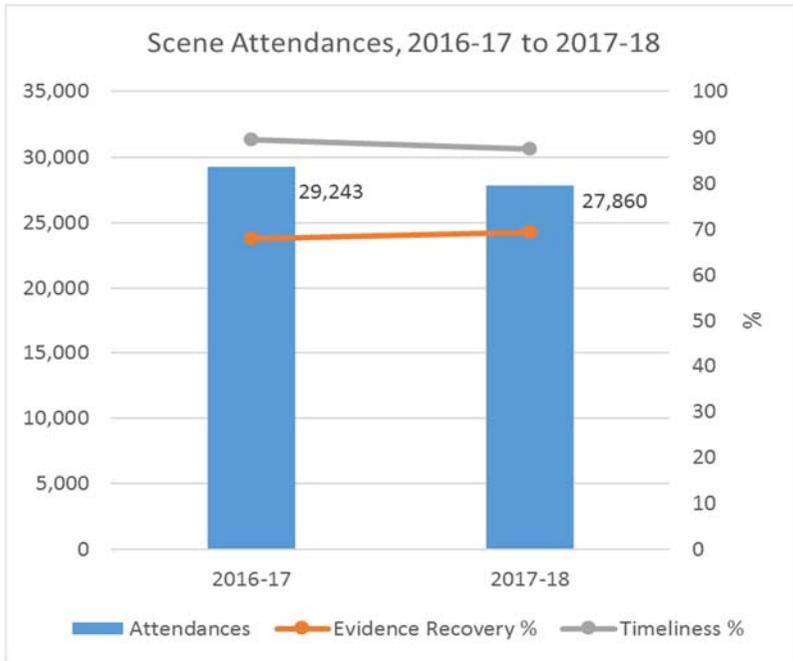
**Drugs:**

Demand has continued to increase as forecast following amendments to the Misuse of Drugs Act. These changes have significantly increased demand for services which has also present an opportunity to look more widely at the provision of drug services. Changes are being put forward to the Forensic Services Committee in May to transform this service area in line with the Forensic 2026 Strategy.

**Fingerprints and Mark Enhancement:**

Fingerprint demand has reduced with output remaining relatively consistent. The HOB programme will provide service upgrades during 2018/19 which will improve infrastructure.

Mark Enhancement demand has become more controlled with better selection of productions for this service reducing demand.



**Scene Examination:**

Getting valuable forensic evidence from the scene at the time of the crime occurring remains a priority with attendance at all major crime incidents being given precedence.

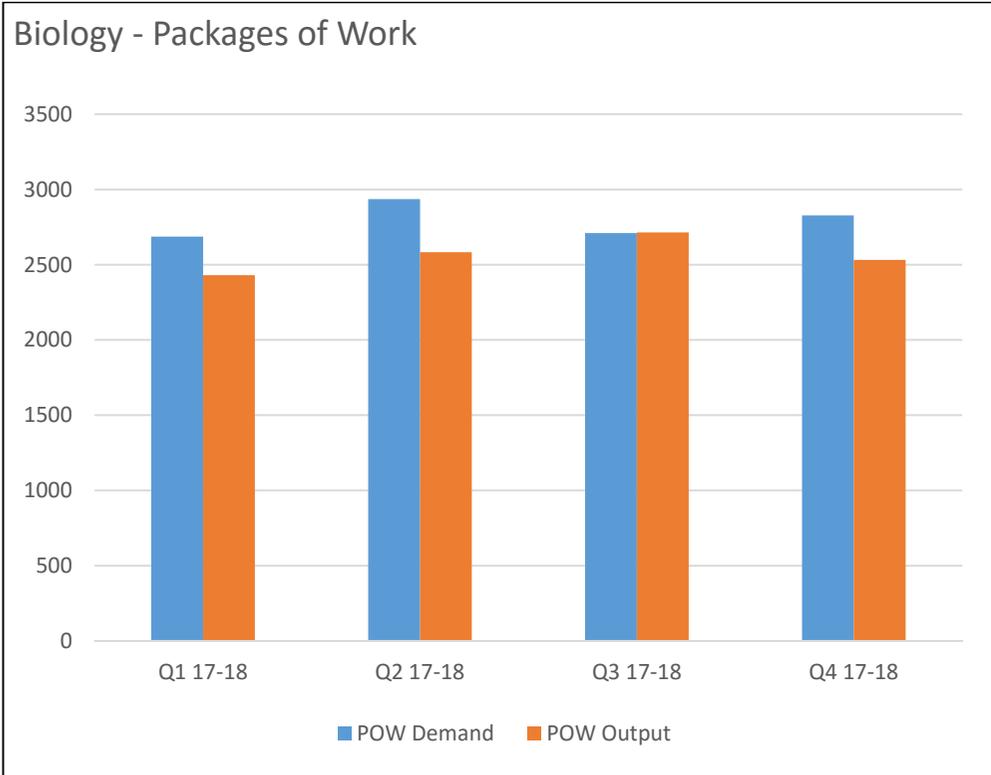
An overall fall in scene attendances of 4.7% was seen in 2017/18 in comparison with 2016/17. It should be recognised that only attendances can be measured, as true demand data is not available due to the lack of an electronic national scene request process across Forensic Services and Police Scotland.

Timeliness of attendance of scenes within 24hrs of requests was 87% for 2017/18, compared with 88% during 2016/17 this is an average over all crimes attended. Timeliness remains consistently above the 90% within 24hrs of request target in North, while West and East are below (range of 77% to 99% at a Divisional level).

Work driven by the Forensic 2026 Strategy will look to enhance the Scene Examination service both through an investment in a mobile working solution and considering how we can apply the Scene Examination policy to greater effect. This will lead to maintaining scene timeliness.

Evidence recovery remains strong with a slight increase in 2017/18. 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.

At a regional level, the number of scenes attended show quarterly variation as would be expected. Overall West attendances account for 49% of the total national figure, 28% for East and 23% for North.



**Biology:**

Outstanding Caseload:

Biology LSL	1295	→	-3%
Biology VCU	506	↑	6%

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

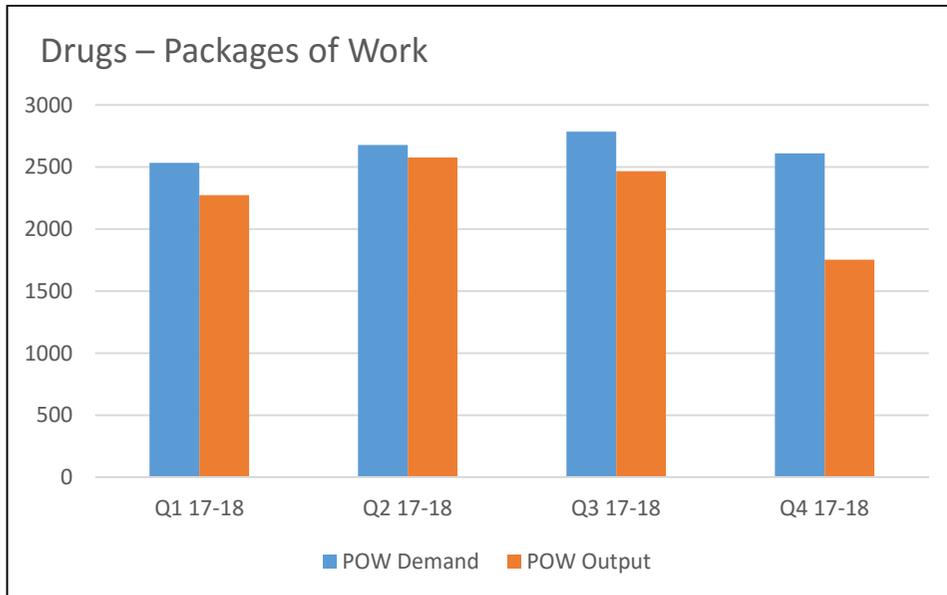
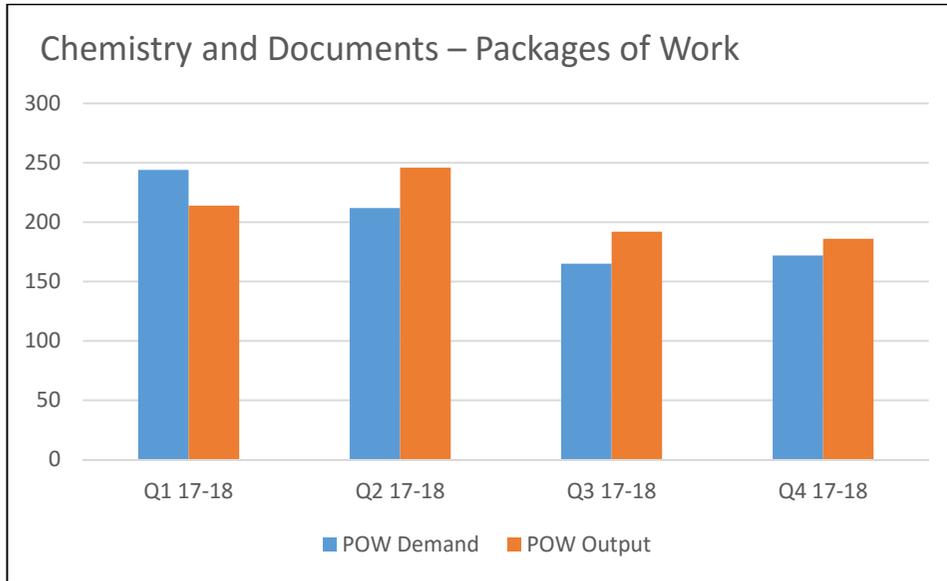
Biology Volume Crime Unit, a slight increase in casework with less than 2 months outstanding work.

Considerable work has been carried out in the management of serious crime cases in Biology. Additional resources have been secured to increase capacity and train staff over the next 2 years supplemented by the use of external scientific resource in the short term. This will provide the necessary resilience as internal staff training is taking place whilst at the same time reduce the current workload as new staff develop the required level of competence.

Demand remains consistently high and are expected to do so into the future. As can be seen during 2017/18 service levels have remained consistent, this was the picture in 2016/17 for these services which continue to develop providing much value to Police Scotland and COPFS.

DNA analysis remains a core service which will continue to be enhanced through the work on the Forensic 2026 Strategy.

Caseload Key - all areas	
2 or less	
2 - 4	
4 or more	
Arrows and percentage denote change in active caseload from Q3	



**Physical Science:**

Drugs	3015	↑	43%
Toxicology	411	↑	21%
Chemistry & Documents	106	↓	-19%
Firearms	234	↑	13%
Mark Enhancement	1506	↑	19%
Fingerprints	258	↓	-55%

Drugs volumes have grown significantly in the last quarter owing to staff absence and a reduction in the level of overtime worked. Changes to the Mis-use of Drugs Act since May 2017 have created significantly higher demand. Actions to increase capacity and ease current workload are underway.

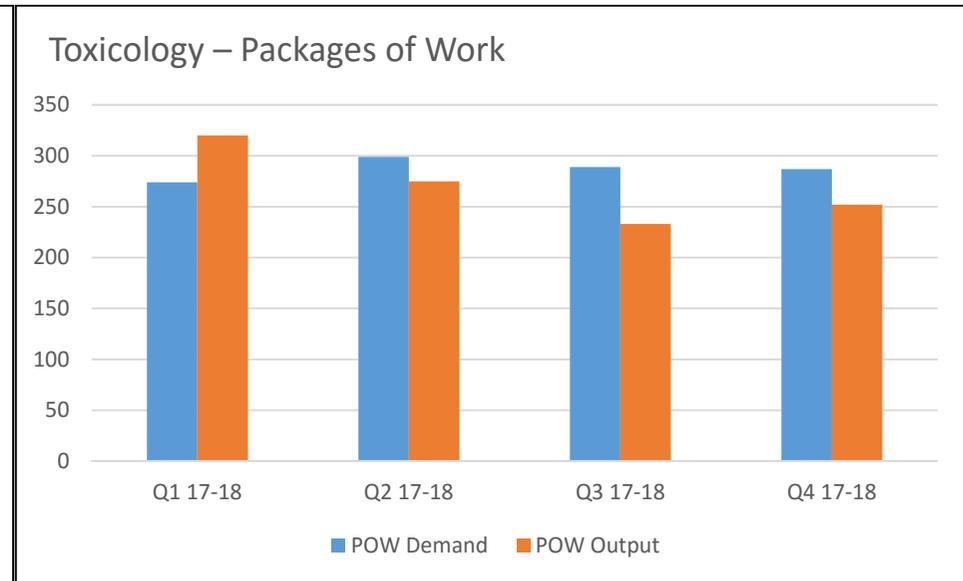
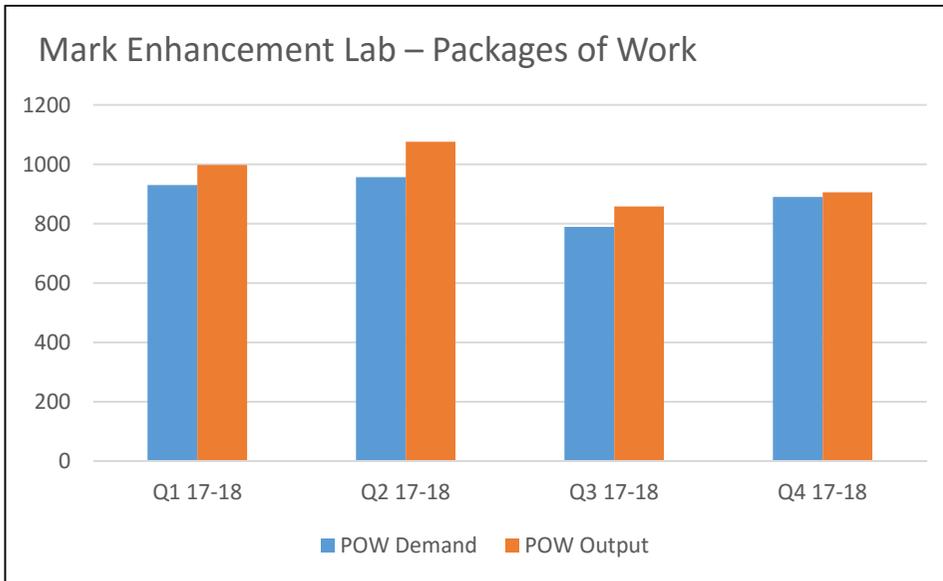
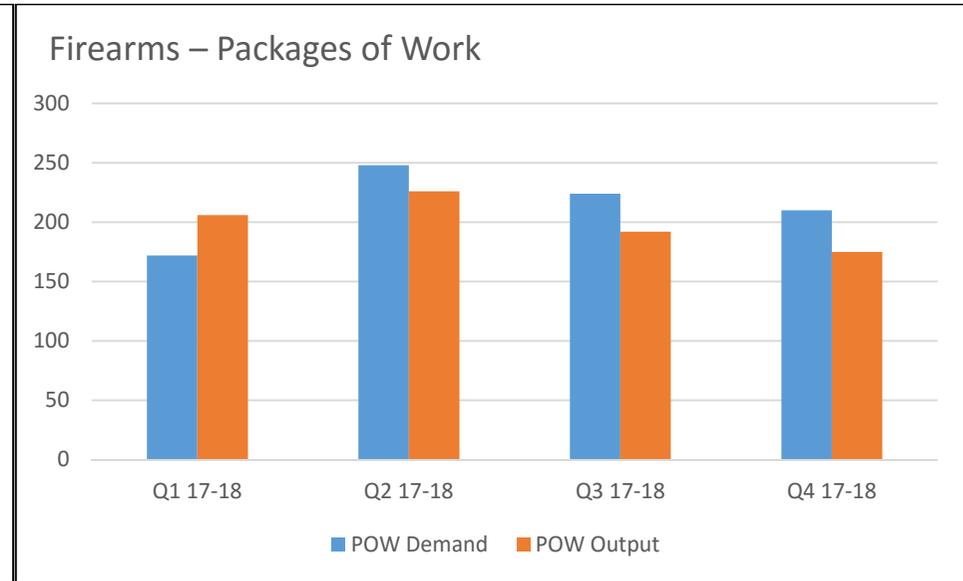
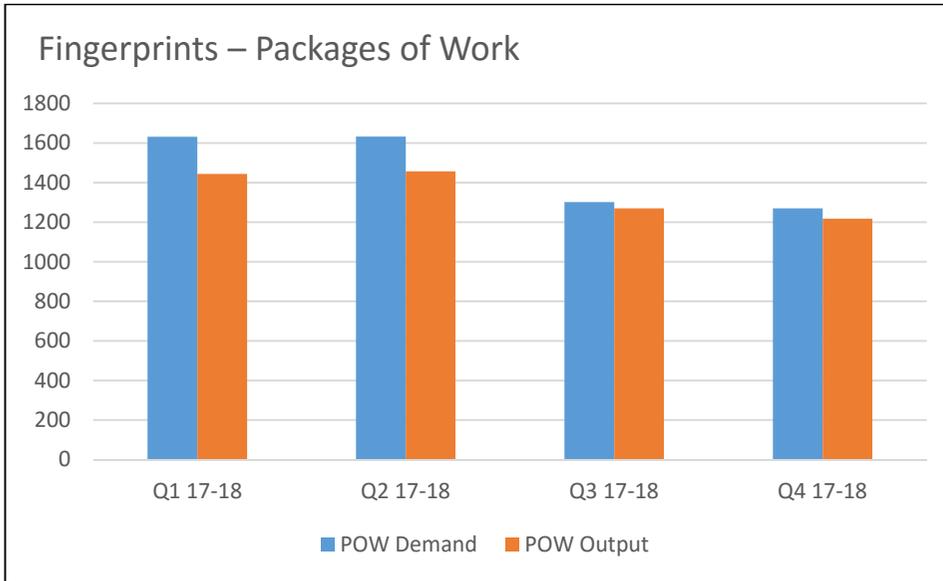
Toxicology workload has also increased owing to a higher number of cases being received. Growing capacity will reduce the workload in this area through the recruitment of additional resources lending the necessary support.

Chemistry and Documents have a strong performance and crime scene response. Initiative has been taken reducing casework workload ensuring a faster response to investigative crime.

Firearms casework has increased as the demand for work in this area continues to grow. Additional capacity is being provided which will start to reduce workload in this area later in the year.

Mark Enhancement workload has increased though additional capacity will begin reduce the workload in 2018/19.

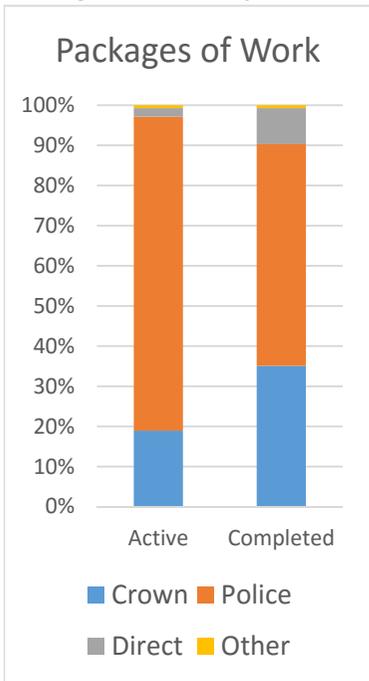
Fingerprints casework has fallen over the last quarter, speeding up turnaround times which provides a more responsive service.



Partner Delivery to Memorandum of Understanding							
FORENSIC SERVICE ANALYSIS - TIMELINESS INDICATORS							
Urgent Priority				Livescan Tenprints			
Target	100%	Actual	82%	Target	90%	Actual	95%
High Priority Custodies				Volume Crime DNA			
Target	90%	Actual	98%	Target	90%	Actual	90%
Police Drugs Cases				Criminal Justice samples			
Target	90%	Actual	29%	Target	90%	Actual	98%

-7% fall in urgent priority, -22% fall for police drug cases, remaining 4 indicators are static

**Packages of Work by Customer – Quarter 4**



6,347 POWs were completed during Quarter 4, a decrease of 900 (-13%) compared to Quarter 3, this is partly due to timing. Active vs Completed proportions continue to illustrate the Crown Office Procurator Fiscal Service work being prioritised over Police Scotland Investigative case work. The additional staff being recruited will look to start to redress this imbalance during 2018/19.

**Scientific Value**

Value in forensic science is subject to further discussion with partners as to what the value measures are and should be. The table above shows a Forensic Services value assessment of how scientific value has been categorised in respect of the services which are provided to partners. This assessment will be further developed during the strategy implementation.

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 other similar programmes.

Forensic Science Service in Northern Ireland are working on their programme looking at the value of forensic evidence which we are engaged in. The Home Office have provided funding to the Association of Forensic Science Providers to challenge and identify the real value of forensic science. The recognition of scientific value is growing and the impact this has is a key theme in the Forensics 2026 Strategy.

4. QUALITY

**UKAS accreditation**

The 2017 UKAS assessment visits to review Forensic Services accreditation to ISO 17025 concluded in Dec 2017 and is all but complete with all evidence provided accepted by UKAS.

**Successful renewal/maintenance of accreditation is expected to be confirmed by UKAS in May 2018.**

A UKAS application for Forensic Services to become a 'multi-site' accredited organisation is pending and awaiting a final UKAS decision. This will lead to efficiency in the UKAS accreditation process and some savings in overall UKAS costs and time afforded to this activity by the business.

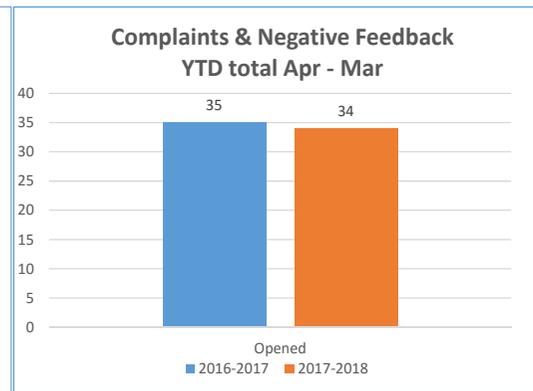
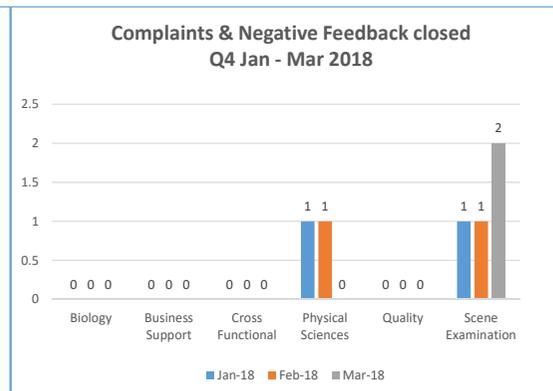
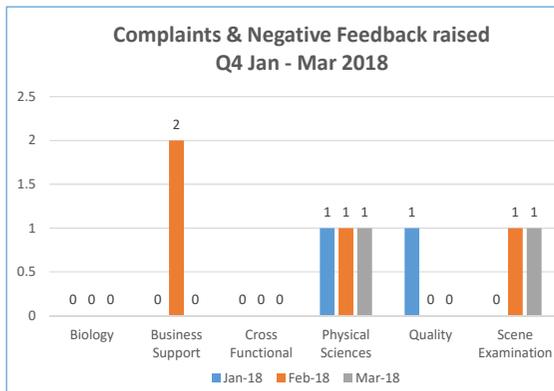
**UKAS Extension to Accredited Scope**

UKAS Extension to Scope (EtS)	Delivery Timeline				LEGEND
	Q1	Q2	Q3	Q4	
GlobalFiler - Relationship Testing (FS -Dundee)	[Green arrow]				On Track
Firearms - BulletTrax (FS-Glasgow)	[Blue arrow]				Risk of Delay
Physical Sciences - DNA Recovery	[Green arrow]				Delayed
Mark Enhancement	[Green arrow]				Complete

Award of accreditation for Globalfiler in Relationship testing at Forensic Services Dundee was formally received in Mar 2018.

Accreditation to ISO 17025 for Mark Enhancement and DNA Recovery in Physical Sciences remains on track for accreditation by UKAS during Q1 2018/19. The assessment of activity at the SCC completed in April 2018 with a positive recommendation. Dundee assessment will commence on 15 May 2018.

**Customer Feedback**



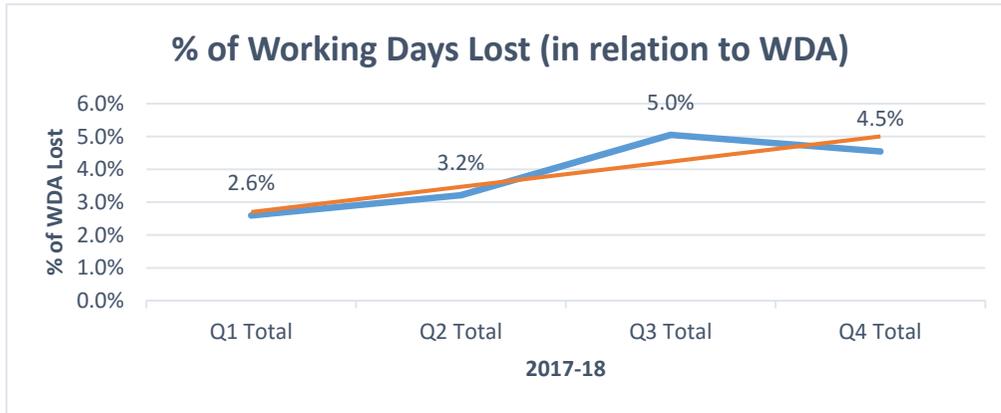
Q4 complaints and negative feedback is slightly higher in Q4 compared to 2016-2017 but overall feedback recorded is consistent with previous years.

A customer survey was carried out at the beginning of this year with feedback from 450 respondents lending strength to the current initiatives underway to improve business performance. 76% of those who provided feedback were either satisfied or very satisfied with the overall quality of the forensic services provided.

PEOPLE

**Attendance Management**

Absence figures have shown a general increase in the year with staff absence increase in quarter 3 showing an improvement in quarter 4. Over the year the split between short term and long term sickness is 54% : 46% absence respectively.



Winter absence is generally higher which may account for the higher levels of working days lost in quarters 3 and 4. Sickness levels require to be understood with support from People and Development to better understand how we can continue to support our staff in this area. 37.5% of the working days lost during 2017/18 were within the Scene Examination function, 24% within Physical Sciences (excl MEL), 21.5% in Biology (including MEL), and 17% within Business Support, Quality and SMT. Due to the physical nature of the scene examiner role, there is generally a higher rate of absence in this area.

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

The SPRM programme continues to take forward the modernisation of terms and conditions for Forensic Services staff.

Further briefings will be issued in a staged manner over the next few months and the FAQs site on the Intranet is being updated to explain the principles of collective bargaining which will assist during the negotiation stages of the exercise. In addition, a line managers briefing will be issued to provide update on the project. A Negotiating Steering Group has been set up which includes representation from Forensic Services.

**Staff Communications – Business Plan**

Engagement sessions throughout the country are being planned with staff to give them the opportunity to understand more of the work which will be carried out over the next 2 years through the first phase of strategic delivery. This will give staff the opportunity to understand more about the plans which have been presented to the Board and also how they can be involved in the programme of work.

A leadership development day for Forensic Services Managers is being held at the beginning of June will start to more formally engage all areas of the business in the 2026 change programme.

The Director of Forensic Services newsletter has now been established with 3 editions circulated giving staff information on key business highlights. This will continue throughout 2018.

## 5. Examples of Our Work

### Operation WAHLEACH

A fight between the members of two warring families in Fraserburgh in June 2017 resulted in the death of 39 year old Gary Clampett. The resulting Police investigation, which involved the input of several Forensic disciplines, helped to identify the various individuals involved in the murder of the deceased. The cross-discipline work which demonstrates the value of our Crime Scene to Court model involved:

- Joint Scene Examination/Biology examination of 2 cars and 9 separate addresses
- Joint Scene Examination/Chemistry examination of the deceased's house for footwear marks
- Mark Enhancement examination of two cars
- 12 Scene Examiners undertook 29 Scene Examinations (including Biology, Chemistry and MEL involvement). Numerous locations and vehicles examined, photography, injury photographs, mortuary activity, fingerprinting of the deceased and production photography. Approximately 1,350 images taken and 250 productions recovered.
- Fingermark examination which ultimately linked four of the accused to mobile phones, the getaway car and linked a further accused to a car parked outside the deceased's home.
- Biology examinations : 176 items examined and 128 samples submitted for DNA which:
  - Placed one of the known suspects at the scene of the crime courtesy of his discarded baseball cap which was found to bear the deceased's blood; DNA matching the same suspect was also found under the deceased's fingernail samples;
  - Identified a further perpetrator to the Police as a result of his blood being found in the getaway car and placed a further two known suspects in the same getaway car through their blood and DNA;
  - Confirmed the involvement of a further accused who was found to bear the deceased's blood on his top and footwear.

The findings of the combined forensic disciplines helped Police Scotland to build up a strong picture of not only who was involved in the murder but what the movements of the various individuals were in the hours and days after the murder.

In April this year, of the seven men tried for this murder, five men were found guilty of murder and one further man was found guilty of culpable homicide. All six convicted individuals were linked to the crime through either fingerprints or DNA; they will serve a combined total of over 97 years in prison.