



<b>Meeting</b>	<b>Forensic Services Committee</b>
<b>Date</b>	<b>5<sup>th</sup> May 2023</b>
<b>Location</b>	<b>Microsoft Teams</b>
<b>Title of Paper</b>	<b>Update on Forensic Services Performance Framework Development</b>
<b>Presented By</b>	<b>Vicki Morton, Forensic Services Chief Operating Officer</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>YES</b>

**PURPOSE**

The purpose of this paper is to provide the draft Forensic Services Performance Framework development for review and discussion by Members prior to approval at a future Authority Meeting.

## 1. BACKGROUND INFORMATION

- 1.1 The Forensic Strategy *Delivering excellence in forensic science for a safe and resilient Scotland* was published in September 2021 and sets out the direction of the organisation to deliver our key strategic outcomes of:
- Our people are supported through a positive working environment, enabling them to provide excellent forensic services
  - FS is sustainable, adaptable and prepared for future challenges
  - FS delivers high-quality, ethical services and leads in order to advance forensic services
  - FS works collaboratively with partners to serve the needs of the public and Criminal Justice in Scotland
- 1.2 A Performance Framework is a tool designed to ensure our approach to managing performance is outcome focused, flexible and has a forward thinking approach where new and emerging issues are considered.
- 1.3 Forensic Services have translated the strategic outcomes of our Forensic Strategy into measures which will align with the Scottish Government's Justice Outcomes and the strategic aims of Police Scotland, COPFS and PIRC. The Performance Framework will demonstrate the value Forensic Services brings to the Criminal Justice System, as an outcome focused planning and performance approach to drive alignment and priorities.

## 2. DEVELOPMENT OF THE FORENSIC SERVICES PERFORMANCE FRAMEWORK

- 2.1 Forensic Services have engaged with SPA Strategy and Performance to assist in the development of our Performance Framework.
- 2.2 A workshop-type approach was utilised which allowed Forensic Services to identify the key measures aligned to each outcome, rationale for the measures, baselines and targets, as well as consideration of benchmarking opportunities.
- 2.3 A session was held with SPA Board Members and SPA Corporate in January 2023 to refine and develop further the framework, ensuring that it aligns with the key priorities of the wider criminal justice system and translates into meaningful measures relevant to the communities of Scotland.

- 2.4 Wider stakeholder engagement has taken place with discussions at the Forensic Performance Improvement Group (FPIG) in April 2023.
- 2.5 The approach to develop the Performance Framework is shown in diagram 1 below:-

Diagram 1:- Development of the Performance Framework- our approach



- 2.6 The draft Performance Framework attached provides a more strategic view of performance, with internal supporting documents and governance to review our delivery of our Strategic Outcomes at a more detailed level. The intention is that, once approved, progress will be reported through the Forensic Performance Operational Group (FPOG), FPIG and FS Committee, and other forums as appropriate.
- 2.7 Following review and feedback by the FS Committee, revisions will be made prior to presentation at a future SPA Authority Meeting for final approval.

**3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications in this report.

**4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications in this report.

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

**8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the content of this paper and draft FS Performance Framework.

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SCOTTISH POLICE  
AUTHORITY  
ÙGH DARRAS POILIS NA H-ALBA

# Forensic Services

## Performance Framework 2023-24



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## Introduction

Our 600 highly-trained and skilled scientists and staff operate from five main laboratory sites in Aberdeen, Dundee, Edinburgh, the Scottish Crime Campus in Gartcosh and Post Mortem Toxicology laboratory in Govan, Glasgow, with Scene Examination based throughout Scotland. The services we offer include: Biology; DNA; Chemistry and Documents; Drugs and Toxicology; Fingerprint Comparison; Finger Mark Enhancement; Firearms; Imaging and Multimedia Services; and Scene Examination. Post-mortem Toxicology has been added to the service provision since December 2022.

The Forensic Services' model ensures primary control of the evidence chain from crime scene to court.

An effective approach to performance management is important to the success of the organisation. It ensures we remain focused on what is important to the Scottish public through collaboration with our partners to continue delivering a high quality, timely, fit for purpose and value for money service.

The performance framework is, in effect, a summary of the key internal processes through which Forensic Services (FS) sets, delivers, monitors and reports on its priorities; as such it encompasses elements of strategy, finance, performance, people and risk management. Each of these aspects has a governance structure to provide assurance in reporting and accountability.

Forensic science is a rapidly changing landscape and FS must remain at the cutting edge of any scientific and technological advancements. However, this needs to be balanced by an ever increasing demand for our services. The introduction of the Research, Development and Innovation department will put FS in a strong position to ensure that the public of Scotland receive a service to be proud of.

The key elements of our strategy are:

**Our Purpose**

To provide excellent, innovative forensic services to support justice in Scotland and keep our communities safe and protected

**Our Vision**

Scientific excellence for safer communities

**Our Values**

Integrity  
Professionalism  
Impartiality

**Strategic Outcomes**

- Our people are supported through a positive working environment, enabling them to provide excellent forensic services
- We are sustainable, adaptable and prepared for future challenges
- We deliver high quality, ethical services; and lead in order to advance forensic services
- We work collaboratively with partners to serve the needs of the public and criminal justice in Scotland

The Performance Framework for 2023/24 describes how we will begin to effectively monitor and assess progress on our strategy. It translates our high-level outcomes and objectives into specific measures and deliverables, allowing us to demonstrate the value Forensic Services brings to the criminal justice system.

By reporting against this framework we will be able to track our achievements as well as identify areas that need further focus or improvement. We will use this framework to promote a performance management culture across our teams, as well as to communicate our progress to our external stakeholders, including the Scottish Police Authority, Police Scotland, the Crown Office and Procurator Fiscal Service (COPFS), and the Scottish public.

**Equality, Diversity and Inclusion**

Forensic Services is firmly committed to Equality, Diversity & Inclusion (E,D & I), creating a sense of 'belonging' by valuing and developing our people without which the excellent service we provide would not be possible.

To realise the full benefits of our E,D & I plan, we must adopt a broader and more inclusive approach and to develop an environment where Equality, Diversity & Inclusion considerations are firmly embedded into our



'Ways of Working'. The aim is to build on the foundation of all staff feeling valued, trusted and respected as members of the organisation.

Our E,D & I plan focuses on two key themes – employment and service delivery – which are underpinned by a number of Equality Outcomes. These Equality Outcomes are designed to enable Forensic Services to be an even better place to work, to better reflect a modern Scottish society and to provide a more inclusive service to our customers.

## Strategic Alignment

The Forensic Strategy was published in September 2021, and recognises the unique responsibility placed upon the organisation as the only provider for forensic services to the criminal justice system in Scotland.

The diagram below illustrates the hierarchy of our planning and performance approaches, from the Scottish Government Justice Outcomes, through our own and joint policing strategies, to our shorter term internal business plans and departmental / individual performance targets.



Performance management happens at every level of the organisation and is about taking appropriate action to make outcomes better than they would otherwise be. To do this we need a baseline level from all current performance KPI and metrics, where possible.

## **Our approach to Performance Management**

This inaugural Performance Framework sets out to closely align with the Strategic Workforce Plan to document and understand the changing priorities and demands placed on Forensic Services.

The current organisational Change Programme is driving forward a new structure and way of working to improve our efficiency, realise benefits and self-generate funding to re-invest in the service. Now, and in the future, it will track the progress of projects and demonstrate the positive impact to manage demand and ensure that the public money is spent appropriately.

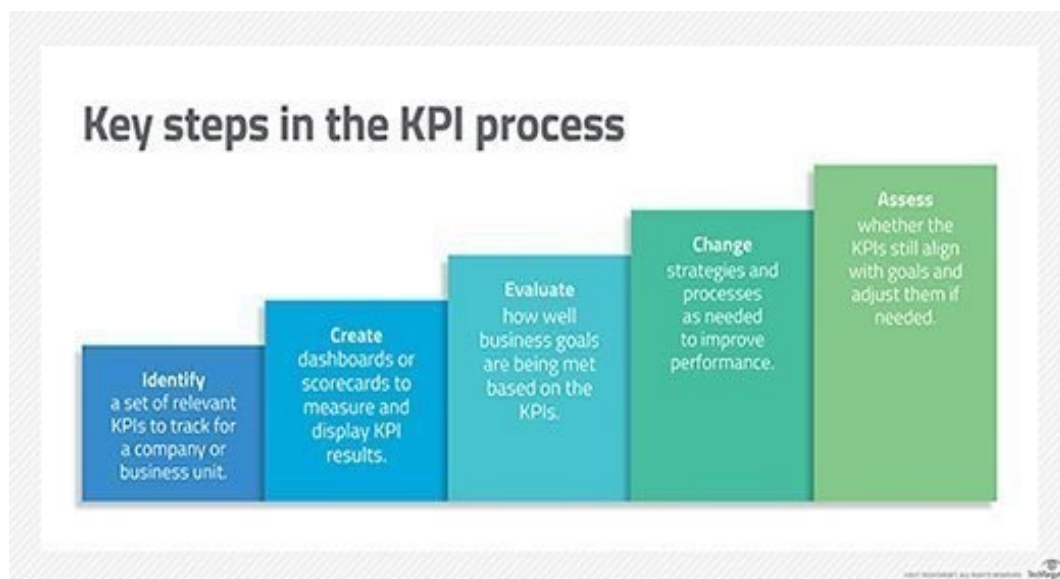
Our data systems enable FS to focus on evidence based decisions to achieve the progression to the new Operating Model, our business plan objectives and cost efficiencies to support this new way of working in a difficult economic climate. However, improvements to digital services and information management data capture will be paramount to our success.

Where available, targets are set for our performance measures, to indicate the service standards we are aiming to achieve.

For some new indicators, targets will be set in future years once a baseline has been established.

Establishing effective benchmarking of our performance with other relevant organisations is an activity we will do more of in the future. Any measures where we know benchmarking information is or may be available are marked in our Performance Framework. Where possible we will use this information to determine how we compare to others and to support organisational learning through sharing of best practice.

The following illustrates the key steps in any KPI process:



## Performance Reporting

Forensic Services use systems such as our Evidence Management System (EMS) integrated with an Advanced Analytics solution package to analyse the data trends. In addition, the systems provide data dashboards to visualise the information for managers to proactively act upon and generate reports to identify and improve overall efficiency.

FS intend to report against both KPIs - which have a specific deadline and track us towards targets and objectives - and other metrics which monitor our ongoing performance.

To demonstrate delivery within this strategic context we will use a combination of written progress updates, quantitative and qualitative information, case studies and insights. While monitoring at a management level what happens monthly and on an ongoing basis. There will be continued reporting on a quarterly basis to the Forensic Services Committee, providing Scottish Police Authority Members with an analysis of performance and progress to enable their review and oversight. Our quarterly reports are made available publicly on the Authority website, with Committee meetings live streamed to ensure transparency.

The Authority also produces an Annual Report at the end of each financial year, which is laid before Parliament. This includes an assessment of how Forensic Services has achieved against the outcomes in our Strategy, based on the measures in this framework. The Authority also reaches out to each Scottish Local Authority, HMICS, and other partner organisations for their views on the impact of policing, in order to reflect a wide range of data and opinion sources.

## Continuous improvement

Our approach to performance management has continuous improvement at its core and targeted at the appropriate management level. When reporting our performance, and comparing ourselves to targets and benchmarks, we always aim to identify areas where we could be better and the actions needed to ensure this improvement.



## Performance Measures and Deliverables

The outcomes and supporting objectives that Forensic Services are working towards are detailed below.

Strategic Outcomes	Objectives
<p>Our people are supported through a positive working environment, enabling them to provide excellent forensic services</p>	<ul style="list-style-type: none"> <li>▪ Focus on wellbeing so that our people are safe, supported and empowered</li> <li>▪ Support our people to be confident leaders, innovative active contributors and influencers</li> <li>▪ Support our people to identify with and demonstrate forensic services values and have a strong sense of belonging</li> </ul>
<p>We are sustainable, adaptable and prepared for future challenges</p>	<ul style="list-style-type: none"> <li>▪ Use innovative approaches to build our capability and capacity to provide high quality forensic services</li> <li>▪ Commit to making a positive impact through an increased focus on environmental sustainability</li> <li>▪ Drive forward the implementation of digital and new technologies to enable forensic services for the future</li> </ul>
<p>We deliver high quality, ethical services; and lead in order to advance forensic services</p>	<ul style="list-style-type: none"> <li>▪ Influence and collaborate to enable the advancement of forensic capabilities</li> <li>▪ Promote exceptional customer service for our services and focus on best value</li> <li>▪ Embed ethical considerations into every aspect of our forensic services</li> </ul>
<p>We work collaboratively with partners to serve the needs of the public and criminal justice in Scotland</p>	<ul style="list-style-type: none"> <li>▪ Collaborate and work effectively with criminal justice partners to develop strategies to maximise the value of forensic science particularly where there are increasing demands</li> <li>▪ Adopt a whole justice sector approach to design new future focused services with partners</li> <li>▪ Demonstrate and promote the value that forensic services provide to our customers, partners and the public</li> </ul>

The following sections of this framework provide detail on the measures and deliverables that we will use to show progress in each area, based around key questions and where qualitative or quantitative evidence is available.

The framework will be supported by more in-depth internal documents and governance to allow effective review and analysis of performance data at the right level of meeting, either internally and/or with partners and wider stakeholders.

This framework will develop over time to better reflect the positive changes and provide additional information to support data led decision making.

KEY		
Type	Description	Colour
Metrics	Use of management data and information from various sources	Green
Change	Organisational Change Programme, including cashable improvements and subsequent benefits realisation	Orange
Innovation	Improvement Projects, technology and service improvements balanced by customer need and expectation.	Yellow
Strategy	Published Sept 2021, together with efficiency plan, People Plan, Business plan, Strategic Workforce plan, financial reporting and forecasting for a balanced budget.	Blue

**Outcome 1**

Our people are supported through a positive working environment, enabling them to provide excellent forensic services

Forensic Services operates in an environment that is evolving at pace with a range of ongoing and significant advancements in both forensic science methods and technology. Our people are committed to deliver excellent services and sustained improvements. We need to invest in our people to continue to build on existing skills, develop new skills and capabilities to be more flexible, enhance service provision and increase professional satisfaction. Through continuous improvements, efficiency plans and investment, we will equip our people with the skills, knowledge and technology to deliver excellent forensic services. We will focus on building flexible career pathways with effective succession planning, recruitment and access to leadership and specialist technical roles.

Wellbeing and engagement are critical areas for Forensic Services to ensure that our people are healthy, thriving and engaged. Our people need to feel valued and part of the organisational journey with visible, open leadership. We will foster a culture with a strong sense of belonging and commitment to Forensic Services’ purpose, behavioural values, outcomes and objectives.

**To achieve this outcome, we will:**

1. Focus on wellbeing so that our people are safe, supported and empowered
2. Support our people to be confident leaders, innovative active contributors and influencers
3. Support our people to identify with and demonstrate forensic services values and have a strong sense of belonging

Area	Performance questions	Data / evidence	Type of evidence
<b>Safety and wellbeing</b>	How do we support our staff and promote their wellbeing?	Staff and manager 1-2-1 meetings	Qualitative
	How well do we manage staff absence?	Availability (%) of staff time (retrospective) and *by role / department	* <i>Future measure</i>
		Lost productivity due to absence	Quantitative
		Number of incomplete return to work meetings with staff	Quantitative

Area	Performance questions	Data / evidence	Type of evidence
	How do we ensure safe working practices are in place across our services?	Number of staff on modified duties, include reasons where appropriate	Quantitative
Work days lost due to Psychological issues by department		Quantitative	
Number of Psychological supports in place for staff		Quantitative	
Number of RIDDOR reportable accidents		Quantitative	
Number of accidents, incidents and near misses		Quantitative	
Percentage of risk assessments reviewed in line with agreed programme		Quantitative	
Percentage of risk assessments with staff acknowledgement		Quantitative	
<i>Percentage uptake of psychological supports – current program in progress</i>		<i>Future measure</i>	
<i>Staff survey around quality of 121s and management support</i>		<i>Future measure</i>	
<i>Health Working Lives / Your Voice Matters / Denison staff survey results</i>		<i>Future measure</i>	
<b>Workforce development</b>	How do we support our staff to develop and progress in their careers?	Introduction of a Training and development programme for staff and managers	Qualitative
	How effective is our workforce planning?	Percentage of staff who have completed MyCareer annual review by the end of the financial year	Quantitative



Area	Performance questions	Data / evidence	Type of evidence
	How can we promote strong leadership at all levels of Forensic Services?	Percentage of staff who have indicated in their annual review that they would like to advance in their career i.e. develop to lead or develop and move to a new role	Quantitative
		Number of staff who would welcome experience in another part of the organisation and percentage where this has taken place	Quantitative
		Learning and development opportunities (including CPD) that have been delivered	Qualitative
		Percentage of posts identified as requiring a succession planning	Quantitative
		Number of internal vs external applicants for vacant posts	Quantitative
		<i>Percentage compliance against Best Value 'Vision &amp; Leadership' indicators</i>	<i>Future measure</i>
<b>Culture and values</b>		How do we embed our values?	Regular staff engagement sessions
	How do we encourage a sense of belonging and minimise staff turnover?	Promoting values based behaviours to ensure a positive vibrant workplace	Qualitative
	How do we use the results of staff surveys to shape future developments?	Number of employee relations cases including disciplinary and grievance – trend and exceptions report	Quantitative
		Percentage staff retention rate	Quantitative
	How do we promote and mainstream equality, diversity and inclusion?	Percentage staff attrition rate (resignations vs retirements)	Quantitative / Qualitative
		Staff demographic profiles – *review trend together with any performance/attendance issues	Quantitative

Area	Performance questions	Data / evidence	Type of evidence
			* <i>Future measure</i>
		Percentage of relevant strategies and policies where an Equality Human Rights impact Assessment (EqHRIA) has been completed	Quantitative
		Updates on actions from previous staff surveys	Qualitative
		<i>Denison culture survey results around values, belonging &amp; recommending their employer</i>	<i>Future measure</i>
		<i>Manager 360° feedback</i>	<i>Future measure</i>

**Outcome 2**

We are sustainable, adaptable and prepared for future challenges

Forensic Services must be continually evolving to meet constantly changing demands, challenges and new opportunities. Forensic Services will respond and adapt to ongoing technological, societal, political, legal, economic and environmental changes to ensure we are continuing to provide the best possible service. We will embed innovation and transform our operational capacity and capability and our support services to maximise the potential of our organisation.

We will invest in our infrastructure to enable our Target Operating Model and systems to be built around efficiency, high quality and best value and remove obstacles that impinge on the service we provide. Future thinking will be part of our operating model and systems by default so that we are prepared and equipped to adopt and implement new forensic methods and technologies so that we can continue to provide first-class forensic services in Scotland.

**To achieve this outcome, we will:**

1. Use innovative approaches to build our capability and capacity to provide high quality forensic services
2. Commit to making a positive impact through an increased focus on environmental sustainability
3. Drive forward the implementation of digital and new technologies to enable forensic services for the future

Area	Performance questions	Data/evidence	Type
<b>Building our services</b>	How do we continuously review and improve our services?	Updates on actions from the business plan and change programme	Qualitative
		Project evaluation indicators and benefits realisation	Qualitative
	How do we know our projects and improvements are having the desired impact?	First pass rate vs re-work/re-analysis	Quantitative
		FS and department monthly casework submission	Quantitative

Area	Performance questions	Data/evidence	Type
	<p>What do we know about current and future demand for our services?</p> <p>How can we meet demand through innovative approaches to practice and staffing?</p>	FS and department monthly output	Quantitative
		Open casework with average age (days) by department	Quantitative
		Number of scenes attended by Scene Examination Unit within 24 hours of request (excludes planned attendances)	Quantitative
		Return on investment of key improvement projects	Qualitative
		Growth in capacity to meet demand in different business areas	Quantitative
<b>Environmental sustainability</b>	<p>How are we reducing our impact on the environment?</p> <p>Assurance on procurement of equipment and other supplies?</p>	Carbon footprint of utilities per site	Quantitative and qualitative
		Proportion of our fleet vehicles that are electric	Quantitative
		Updates on actions from the FS Green Network	Qualitative
		Number of miles covered transporting work	Quantitative
		Sustainable procurement practices	Qualitative
<b>New innovations and technologies</b>	<p>To what extent are we investing in new technologies and what impact is this having on our services?</p>	Capital expenditure on digital and new technologies	Quantitative / Qualitative
		Cashable benefits realisation – efficiency forecast/plan/completion	Quantitative / Qualitative

Area	Performance questions	Data/evidence	Type
	How are we progressing with our Data and Digital Strategies?	Benefit realisation of new technologies implemented	Quantitative / Qualitative
		Examples of new technologies being considered / implemented	Quantitative / Qualitative
	Do we comply with digital and data regulations?	Further development of the data and digital Strategies	Qualitative
	Number of reportable breaches under the Data Protection Act 2018	Quantitative	

### Outcome 3

We deliver high quality, ethical services; and lead in order to advance forensic science

Forensic Services have established itself as a high quality forensic service provider to assist both criminal and non-criminal investigations in Scotland. This strategy continues to build our reputation and services to ensure we are able to provide the cutting edge evidential analysis that our customers rely upon.

#### To achieve this outcome, we will:

1. Influence and collaborate to enable the advancement of forensic capabilities
2. Promote exceptional customer service for our services and focus on best value
3. Embed ethical considerations into every aspect of our forensic services

Area	Performance questions	Data / evidence	Type
<b>Advancing forensic science internationally</b>	How do we contribute to the advancement of forensic science?	Short life working group / collaborative network meeting of organisations that deliver forensic science – e.g. ENFSI, AFSP, BFF, Leverhulme, SIPR	Qualitative
	What will be important for the future of our services?	Horizon scanning updates	Qualitative
	Who are we working with to deliver advances?	Research and Development Strategy to be developed	<i>Future measure</i>
		<i>Number of forward looking Technical Roadmaps in place, and progress</i>	<i>Future measure</i>
<b>Customer service</b>	What does our customer feedback tell us about our services and how we can improve?	Number of complaints and negative feedback received / month (Trend analysis)	Quantitative
	How do we engage with our customers	Quality Improvement Plan delivery	Quantitative / Qualitative

Area	Performance questions	Data / evidence	Type
	to gain their insights?	Percentage customer satisfaction	Qualitative
	How are we performing against our agreed service standards?	Lessons learned and improvements made from customer feedback	Qualitative
	How are we delivering best value?	Percentage casework compliance / department with timescales as set out in our service standards	Quantitative
		Percentage of scenes attended within 24 hours	Quantitative
		Maintenance of ISO 17025 accreditation (where applicable)	Quantitative
		Efficiency savings achieved	Quantitative
		<i>Percentage of items collected from scenes that are used and add value</i>	<i>Future measure</i>
		<i>Percentage compliance against Best Value 'Use of Resources' indicators</i>	<i>Future measure</i>
		<i>Measure of the quality of evidence provided to the court</i>	<i>Future measure 2024-25</i>
<b>Ethical considerations</b>	How do we ensure our services and any changes we make are ethical?	Ethical impact assessments and ethics panel to be established	<i>Future measure</i>
		<i>Measure of balance and fairness in delivery of service</i>	<i>Future measure</i>

**Outcome 4**

We work collaboratively with partners to serve the needs of the public and criminal justice in Scotland

Forensic Services provide a vital service to our customers in the Scottish criminal justice system.

Since our inception in 2013, we have established ourselves as an integral element of the Scottish criminal justice system, providing high quality services and scientific analysis to support an ethical and evidence-based judicial system. Over the years this has led to the development of strong partnership working and good relationships with Police Scotland, the COPFS and PIRC. This enables the service to continue to develop efficient, collaborative working practices and continue to build on existing good relationships.

This focus will allow Forensic Services to continue providing high-quality scientific analysis, and through the implementation of increased collaborative partnerships and enhanced communication, we will strive to continue providing the level of service that has come to be expected, and is deserved by the Scottish public.

**To achieve this outcome, we will:**

1. Collaborate and work effectively with criminal justice partners to develop strategies to maximise the value of forensic science particularly where there are increasing demands
2. Adopt a whole justice sector approach to design new future focused services with partners
3. Demonstrate and promote the value that Forensic Services provide to our customers, partners and the public

Area	Performance questions	Data / evidence	Type
Partnership working	How do we evaluate our key partnerships? How do we perform in relation to the standards agreed with our partners?	Regular engagement sessions with the Trade Unions, COPFS and Police Scotland	Qualitative
		Compliance to MoU KPI objectives	Currently under discussion
		<i>Compliance against Best Value 'Effective Partnerships' indicators</i>	<i>Future measure</i>



Area	Performance questions	Data / evidence	Type
		<i>Percentage of time spent on value adding activity</i>	<i>Future measure</i>
Planning for the future	What strategies and plans do we have in place to shape our future approaches?	Strategic Workforce Plan	Qualitative
	How do these plans involve collaboration and partnership working?	Stakeholder Engagement Plan	Qualitative
	Who are our key partners and how do we engage with them?	Joint Forensic Services Systems Team / Digital Division programme.	Qualitative
Promoting what we do	What does our customer and partner feedback tell us about our services?	Number of unresolved / undetected legacy cases with positive outcomes	Qualitative
	How do we promote our services and how they contribute to the justice system?	Additional promotion of Forensic Services work, focusing on improvements delivered and overall contribution made	Qualitative
	How can we measure public confidence in our services?	Partner satisfaction captured via surveys and other methods	<i>Future measure</i>
		<i>Percentage satisfaction with performance in court</i>	<i>Future measure</i>
		<i>Public confidence results</i>	<i>Future measure</i>