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**FORENSIC  
SERVICES**

SEIRBHISEAN  
FOIREANSACH

# 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, Glasgow Govan, and at the Scottish Crime Campus in Gartcosh 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 of which to be proud.

## The key elements of our strategy

### 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 are 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 strategy, 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 strategy 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.

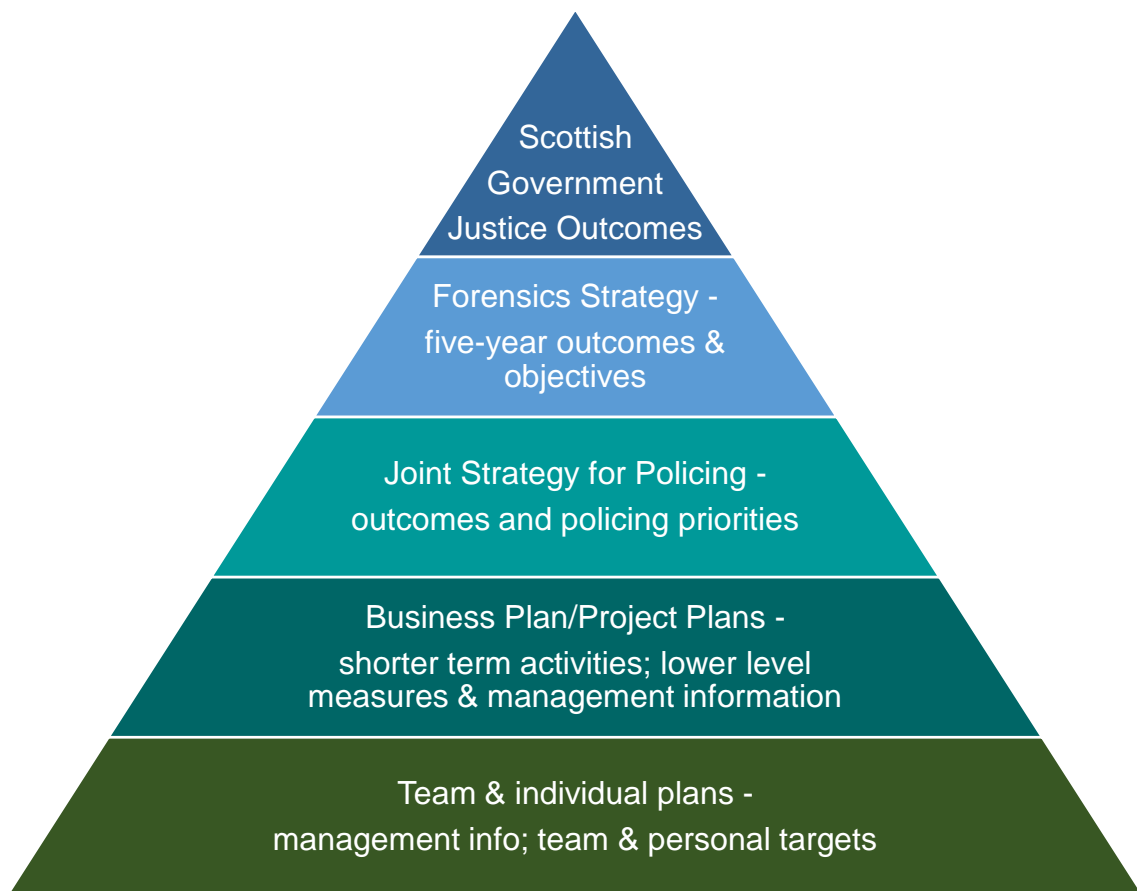
Embed our Core Values and behaviours into our desired culture



## Strategic Alignment

The Forensic Services Strategy *Delivering excellence in forensic science for a safe and resilient Scotland* 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.

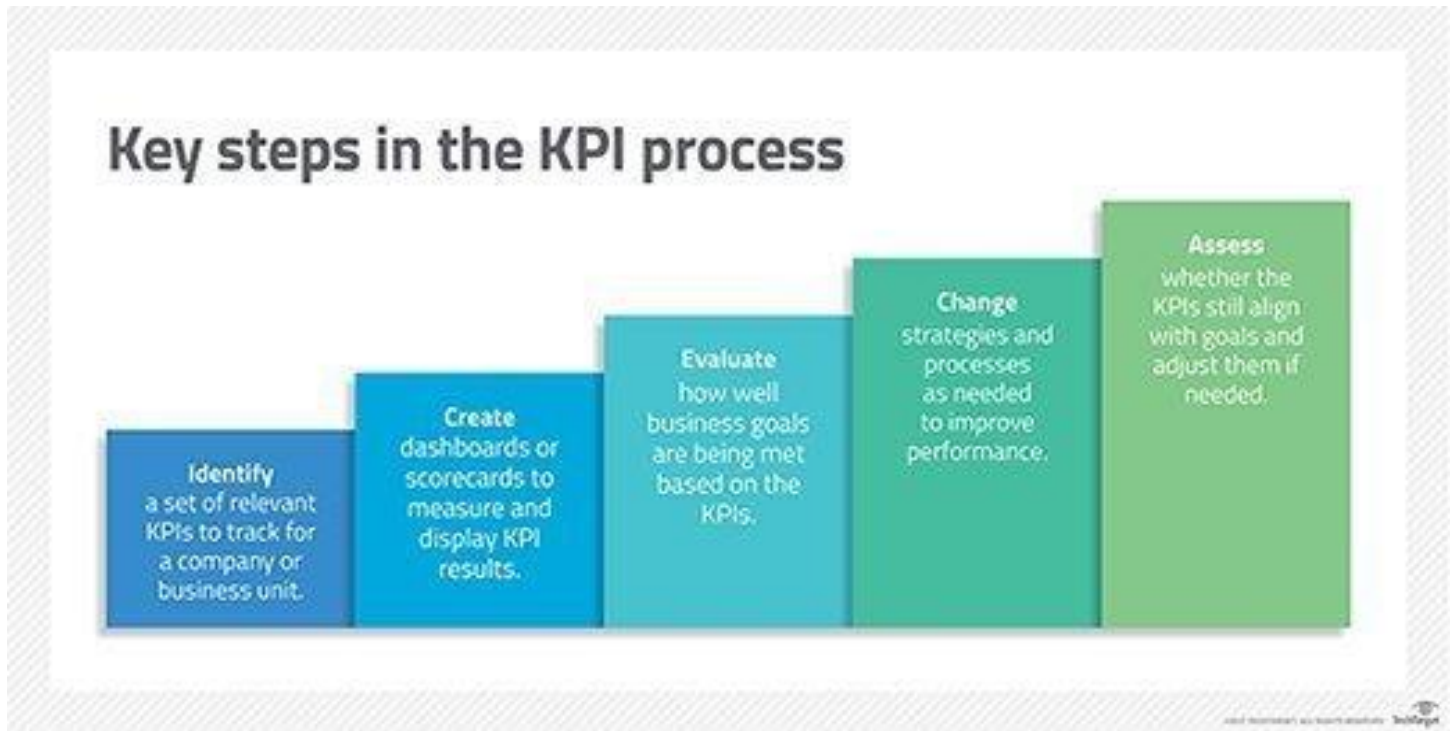
Our data systems enable FS to focus on evidence based decisions to achieve the progression to the new operating model, our business plan objectives and cost efficiencies to support this new way of working in a difficult economic climate. However, improvements to digital services and information management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

## Performance Reporting



FS use an Evidence Management System (EMS) integrated with an Advanced Analytics solution package to analyse the data trends. In addition, the system provides 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 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 with targets and benchmarks, we always aim to identify areas where we could perform better and the actions needed to ensure this improvement.



## Performance Measures and Deliverables

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

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

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

<b>KEY</b>		
<b>Type</b>	<b>Description</b>	<b>Colour</b>
<b>Metrics</b>	Use of management data and information from various sources	
<b>Change</b>	Organisational change program, inc. cashable improvements and subsequent benefits realisation	
<b>Innovation</b>	Improvement Projects, technology and service improvements balanced by customer need and expectation.	
<b>Strategy</b>	Published Sept 2021, together with efficiency plan, People plan, Business plan, Workforce plan, financial reporting and forecasting for a balanced budget.	

## Outcome 1

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

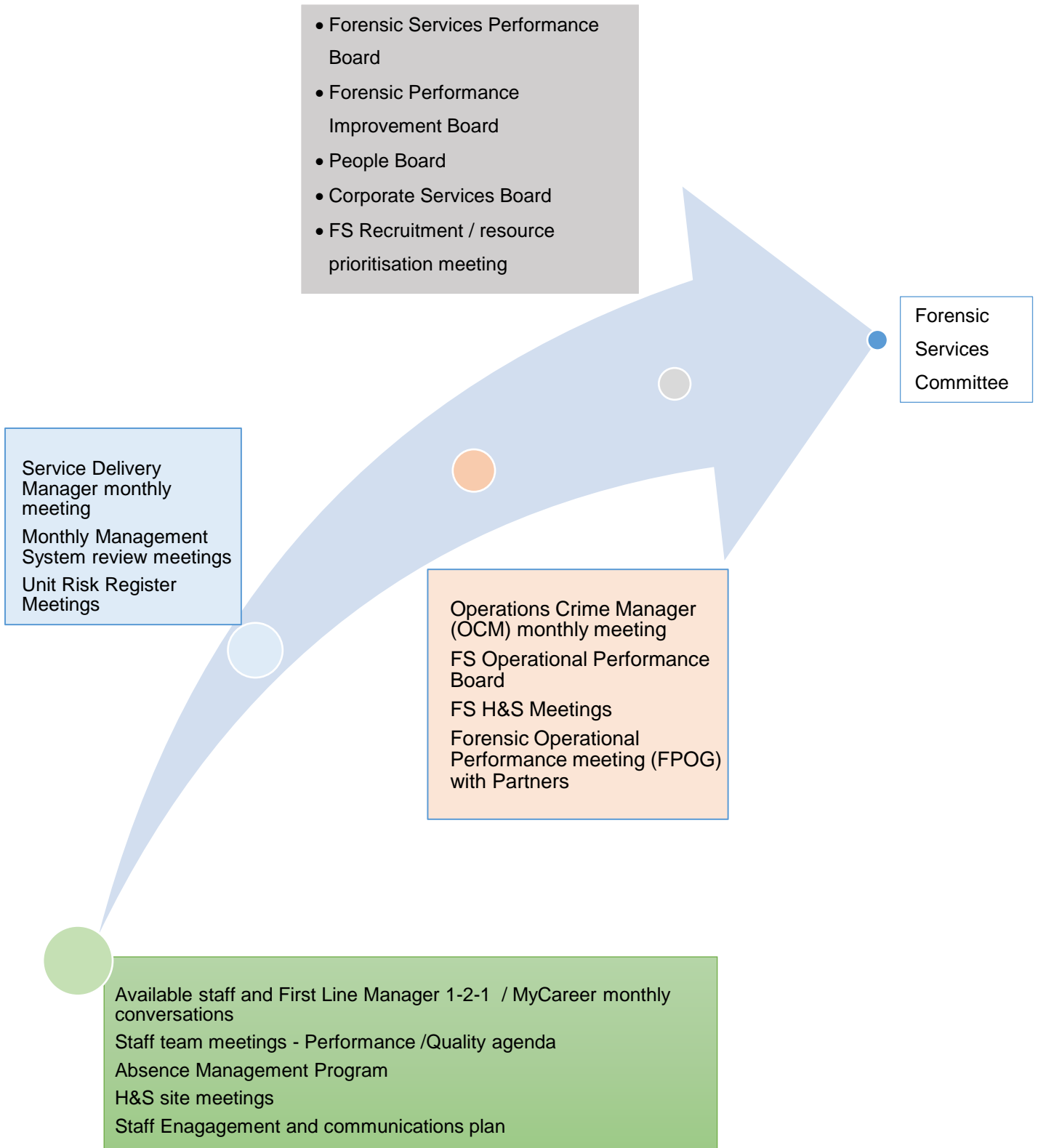
FS operate in an environment that is evolving at pace with a range of ongoing and significant advancements in both forensic science methods and technology. Our people are committed to deliver excellent services and sustained improvements. We need to invest in our people to continue to build on existing 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

INTERNAL GOVERNANCE:



Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Safety and wellbeing</b>	How do we support our staff and promote their wellbeing?	FS Absence rate against overall target & benchmark with PSoS.	Quarterly and end of year report.	FS People Board  Forensic Services Committee	PSoS and SPA Corporate
	How well do we managed staff absence?	Short term absence (STA) and long term absence (LTA) target measure with stretch target	Overall absence target of 5% with 10% reduction per rolling year.  STA target – 2% with aspiration of 1.8% within 18 months.  LTA target – 3% with aspiration of 2.7% within 18 months.		
		Work days lost trend including Psychological absence review.	Annual measure due to fluctuations.  % of total absence due to psychological absence.  Target 10% reduction year on year.	FS People Board  Forensic Services Committee	PSoS and SPA Corporate
	How do we ensure safe working practices are in place across our services?	Number of RIDDOR reports	Quarterly and end of year report.  Target 100% compliance	FS Health and Safety Committee	PSoS and SPA Corporate
<b>Workforce development</b>	How can we promote strong leadership at all Levels of Forensic Services?	Training and Development Plan for all Managers	100% completion of management training by Q2 2024-25. Reported quarterly as % completed.  Confirmation from managers that this training has been successfully received.  Evaluation through effective delivery of internal personal/ team objectives / My Career annual review.	FS People Board  FS Change Programme Board	Bespoke

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
Workforce development (cont)		Embed and uphold our core values and behaviours. Use of clear SMART staff objectives and include these in 1-2-1 staff discussions. Use of staff surveys where appropriate to demonstrate improvement from previous survey results.	My Career and direct line manager meetings / briefings	FS People Board FS Change Programme Board	PSoS and SPA Corporate
	How do we support our staff to develop and progress in their careers? How effective is our workforce planning?	Percentage of staff who have completed MyCareer annual review by the end of the financial year with clear career path discussions as appropriate.	100% at Q4 reports	FS People Board	PSoS and SPA Corporate
		Number of staff who have indicated in their annual review that they would like to advance in their career by develop to lead or develop and move to a new role	Number – Q2 reports	FS People Board	PSoS and SPA Corporate
		Number of staff who would welcome experience in another part of the organisation Number of requests which have been actioned Compliance against the learning and development opportunities plan (Inc. Continuous Personal Development)	Number – Q2 reports	FS People Board	PSoS and SPA Corporate
			Report % completed per quarter	FS People Board	PSoS and SPA Corporate
			Percentage of Key posts identified as requiring a succession planning	Report as risk identified	FS People Board

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
Culture and values	How do we embed our values? How do we encourage a sense of belonging and minimise staff turnover?	Promoting values based behaviours to ensure a positive vibrant workplace through objective setting with positive reinforced management	Published information on FS Intranet	Director approval	Bespoke
	How do we use the results of staff surveys to shape future developments?	Percentage staff retention rate.	Number - Q1 reports and end of year report	FS People Board Forensic Services Committee	PSoS and SPA Corporate
	How do we promote and mainstream equality, diversity and inclusion?	Staff survey and completion of subsequent actions	Report quarterly as required	PSoS and SPA Corporate Report % completed per quarter	PSoS and SPA Corporate
		Denison culture survey results around values, belonging & recommending their employer	Director instructed	FS People Board Forensic Services Committee	SPA Corporate
		Staff Informational Roadshows. Communications Engagement plan	SMT / Change Program Team	FS People Board	Bespoke
		Manager 360° feedback	SMT programme in flight	FS SMT Meetings	Bespoke



## 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. We will remove obstacles that impinge on the service we provide. Future thinking will be part of our operating model and systems by default. 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:

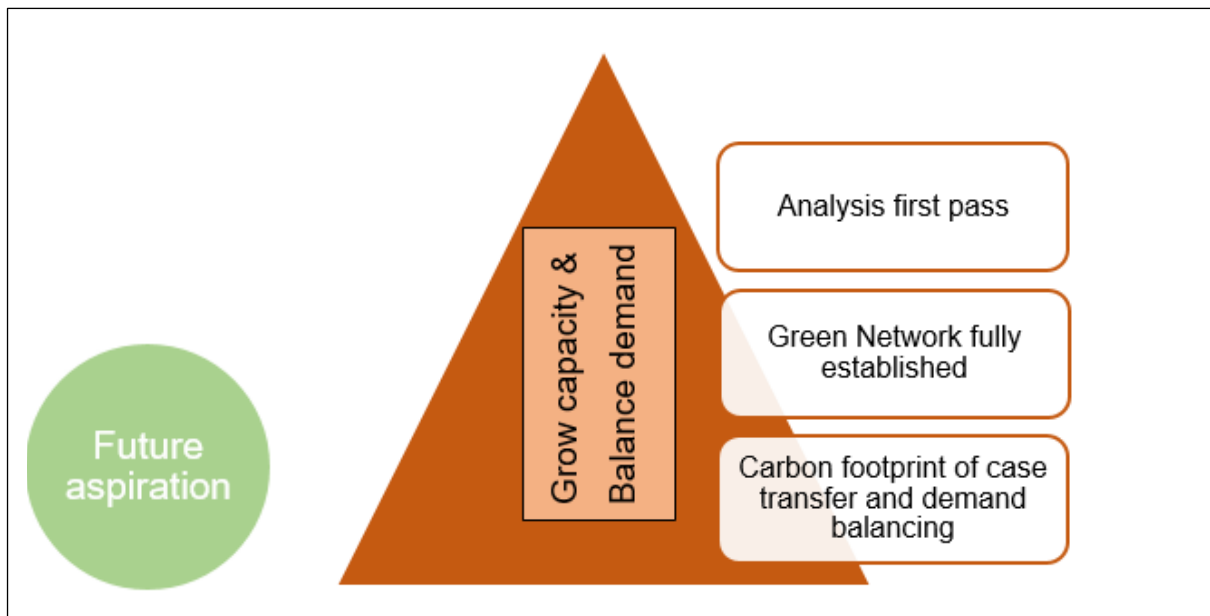
1. Use innovative approaches to build our capability and capacity to provide high quality forensic services
2. Commit to making a positive impact through an increased focus on environmental sustainability
3. Drive forward the implementation of digital and new technologies to enable forensic services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

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Building our services</b>	How do we continuously review and improve our services?	Compliance to yearly Business plan which promotes best value, fit for purpose service.	Report % completed per quarter and end of year report	FS People Board	SPA Corporate
	How do we know our projects and improvements are having the desired impact? What do we know about current and future demand for our services? How can we meet demand through innovative approaches to practice and staffing?	Compliance to quarterly / yearly milestones in Change Programme plan.  Includes project evaluation indicators and benefits realisation.	Report % completed per quarter and end of year report	FS Change Programme Board  Forensic Services Committee.  Resource Committee (escalation route as required)	N/A
		FS demand and output. Includes trend analysis and comparison against forecast.	Reported quarterly and end of year report against targets	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	PSoS
		FS and dept. monthly casework submission (unit at risk only)	Reported quarterly and end of year report against targets	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	External FSP

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Building our services (cont)</b>		In progress case trend by FS and, whereby department	Reported quarterly and end of year report against targets	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	External FSP
		Number of scenes attended by Scene Examination Unit within 24 hours of request (excludes planned attendances)	Reported quarterly and end of year report against targets	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	External FSP
		Efficiencies/initiatives Plan - key improvement projects to include financial savings and benefits realisation.	Reported Quarterly and end of year report	FS Finance Board Forensic Services Committee	PSoS and SPA Corporate

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Environmental sustainability</b>	How are we reducing our impact on the environment? Assurance on procurement of equipment and other supplies?	Carbon footprint of utilities per site	Reported within PSoS	PSoS Police and Performance Committee	PSoS and SPA Corporate
		Proportion of our fleet vehicles where electric is viable	Reported within PSoS	PSoS Police and Performance Committee	PSoS and SPA Corporate
		Sustainable procurement practices	Reported within PSoS	PSoS Police and Performance Committee	PSoS and SPA Corporate
<b>New innovations and technologies</b>	To what extent are we investing in new technologies and what impact is this having on our services? How are we progressing with our Data Strategy?  Do we comply with digital and data regulations?	Within the five and updated yearly Capital plan scope new technologies to understand the organisational benefit, staff resource and cost implications to complete a project plan.	Reported Quarterly and end of year report	FS Change and Innovation Strategic Board	PSoS and SPA Corporate
		Seek investment to fund the Capital expenditure for the above.  On approval of yearly budget review the FS Technology Roadmap to prioritise according to investment provided.	Reported Quarterly and end of year report	FS Change and Innovation Strategic Board  Forensic Services Committee  Resources Committee	PSoS and SPA Corporate
		Cashable benefits realisation – efficiency forecast / plan / completion.	Reported Quarterly and end of year report	FS Change and Innovation Strategic Board	PSoS and SPA Corporate
		Benefit realisation of new technologies implemented	Reported Quarterly and end of year report	FS Change and Innovation Strategic Board	PSoS and SPA Corporate

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
		Further development of the data Strategy	Reported Quarter	ARAC	PSoS and SPA Corporate
		Number of reportable breaches / security incidents under the Data Protection Act 2018. Where required an improvement plan may be instigated and reported.	Reported Quarterly and end of year report	ARAC	PSoS and SPA Corporate



## Outcome 3

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

Forensic Services have established ourselves 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	Target/ evidence	Governance	Benchmark
<b>Advancing forensic science internationally</b>	How do we contribute to the advancement of forensic science? What will be important for the future of our services? Who are we working with to deliver advances?	Horizon scanning updates	Reported Quarterly and end of year report	FS Change and Innovation Strategic Board  Forensic Services Committee  FS Finance Board Forensic Services Committee	SPA Corporate
<b>Customer service</b>	What does our customer feedback tell us about our services and how we can improve? How do we engage with our customers to gain their insights?	Number of complaints, positive and negative feedback received / month (Trend analysis to identify targets for subsequent versions of the Performance Framework)	Reported quarterly and end of year report	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	PSoS SPA Corporate
		Customer Engagement sessions	Report annually in end of year report	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	PSoS SPA Corporate

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Customer service (cont)</b>	How are we performing against our agreed service standards? How are we delivering best value?	Reporting against the Memorandum of Understanding compliance targets signed 'Sept 2023 <i>(add MoU link when signed)</i>	Reported quarterly and end of year report	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	External FSP
		Customer satisfaction survey (includes Lessons learnt and improvement actions)	Report annually	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	PSoS  SPA corporate
		Maintenance of ISO 17025 accreditation	Report annually	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	External FSP
		Financial efficiency savings achieved against plan.	Reported Quarterly and end of year report	FS Performance Board  Forensic Services Committee  Resources Committee	SPA Corporate
		Delivering best value Forensic Science	Partnership working (PSoS, COPFS, Leverhulme)	FS Performance Board  Forensic Services Committee	Bespoke



Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Ethical considerations</b>	How do we ensure our services and any changes we make are ethical	An Ethical Decision Framework is being considered and this section will be updated in due course	Reported Quarterly at Performance and Planning Meeting	Forensic Services Committee	PSoS SPA Corporate

## 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	Target/ evidence	Governance	Benchmark
<b>Partnership working</b>	How do we evaluate our key partnerships? How do we perform in relation to the standards agreed with our partners?	The Memorandum of Understanding has been signed by PSoS and COPFS.  Strategic Workforce Plan	Quarterly meetings	Chief Executive of SPA and Director of Forensic Services.  Forensic Performance Improvement Group.  Forensic Services Committee	N/A
		Regular engagement sessions with the Trade Unions, COPFS and PSoS	Quarterly / Monthly meetings	SMT/Union engagement meetings  Forensic Performance Improvement Group.	N/A
		Customer Service Delivery compliance	Reported quarterly and end of year report	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	External FSP
<b>Planning for the future</b>	What strategies and plans do we have in place to shape our future approaches? How do these plans involve collaboration and partnership working? Who are our key partners and how do we engage with them?	Forensic Strategy  Strategic Workforce Plan  Performance Framework  People Plan  Business Plan  Technical Roadmaps  Research, Design and Innovation Plan  Horizon Scanning Reports	Annual Report	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	SPA Corporate Board

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
<b>Planning for the future (cont)</b>		Stakeholder Engagement Plan	Annual Report	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	SPA Corporate
<b>Promoting what we do</b>	What does our customer and partner feedback tell us about our services?	Obtain positive outcomes from previously unresolved / undetected legacy cases.  Continually adapt our Communication Strategy to ensure positive focus on excellence and achievements	Annual Report  Internal and External communications  FS yearly Excellence Awards  Inclusion of Forensic Services in Public Confidence Surveys	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	Public information from CCRC
	How do we promote our services and how they contribute to the justice system?  How can we measure public confidence in our services?	Link with Leverhulme Research Centre and the Values of Forensic Science collaborative research project  Continuous improvement of Forensic Services work, focusing on achievable outcomes and overall contribution made.	Daily Director report.  Collated key points escalated as required.	FS Performance Board  Forensic Performance Improvement Group  Forensic Services Committee	Bespoke