

Agenda Item 4

Meeting	Forensic Services Committee
Date	08 May 2025
Location	Webex
Title of Paper	HMICS Assurance Review of
	Forensic Toxicology Provision –
	Improvement Plan and timeline.
Presented By	Fiona Douglas, Director of Forensic
	Services
Recommendation to Members	For discussion
Appendix Attached	Yes – action plan summary

PURPOSE

To provide members with an update on progress on the HMICS Assurance Review of Forensic Toxicology provision and timeline for delivery.

The paper is submitted for discussion.

1. BACKGROUND

- 1.1 In June 2022, the Chair of the Scottish Police Authority requested HMICS conduct an Assurance Review of SPA Forensic Services Toxicology Section.
- 1.2 This following the disclosure that a number of drug driving cases had been marked as 'no proceedings' by the Crown Office and Procurator Fiscal Services (COPFS).

2. FURTHER DETAIL ON REPORT TOPIC

- 2.1 On 13th July 2022, HM Chief Inspector of Constabulary Scotland (HMICS) published the Terms of Reference for their Assurance Review with the aim to 'assess the state, efficiency and effectiveness of the arrangements in relation to the processes which are in place for obtaining, analysing and reporting toxicology samples obtained for Section 4 and Section 5A Road Traffic Act 1988 cases'.
- 2.2 HMICS has concluded their detailed Assurance Review and published their <u>report</u> on their findings on 25th April 2023. HMICS made 25 recommendations for improvement.
- 2.3 In response to the publication of the HMICS report, Forensic Services, SPA and Police Scotland developed action plans to address the recommendations where the organisations were the identified Action Leads.
- 2.4 Good progress has been made in terms of Forensic Services, SPA and Police Scotland addressing the recommendations, with 12 recommendations closed by HMICS, to date. This is an increase of three from the previous Committee update on 03 February 2025.
- 2.5 Since then, partnership working arrangements between PSoS, SPA FS and HMICS have identified more specific requirements associated with a further four recommendations which, should see more progress being made in terms of closing additional recommendations in the coming months. Further updates are provided to HMICS regularly, through the Strategic Oversight Board.
- 2.6 Detailed updates were provided to the Forensic Services Committee on 30 October 2023, 05 February 2024, 07 May 2024, 06 August 2024, 28 October 2024 and 03 February 2025.

- 2.7 In addition to the update at 2.5, Forensic Services and Police Scotland are focusing activity on a number of recommendations linked to the reintroduction of the six-month timeline on 30 November 2024. It is anticipated, following a review of performance, a number of recommendations will be submitted for closure by the end of Q1 2025/26.
- 2.7 The appendix provides a summary of updates regarding recommendations since the previous report to the Forensic Services Committee.

3. FINANCIAL IMPLICATIONS

3.1 There <u>are</u> financial implications in this report, specifically the additional staff associated with the Forensic Services Operating Model, the review of the processes with a view to reducing / reclaiming costs, the review of current and future procurement of drug driving analysis outsourcing to ensure best value and the development of the business cases for Core Operating System and the Long-Term Sustainable Solution.

4. **PERSONNEL IMPLICATIONS**

4.1 There <u>are</u> personnel implications associated with this paper, specifically the recruitment of staff associated with the Forensic Services Operating Model, the review of workload and work allocation with Criminal Toxicology team and the development of the business case for the Long-Term Sustainable Solution.

5. LEGAL IMPLICATIONS

5.1 There <u>are</u> legal implications associated with this paper, specifically any cases which could not be pursued to prosecution, any potential change in the legislation to allow reclaiming of costs associated with drug driving activities and the development of the business cases for Core Operating System and the Long-Term Sustainable Solution.

6. **REPUTATIONAL IMPLICATIONS**

6.1 There <u>are</u> reputational implications associated with this paper, specifically any drug-driving cases which could not be pursued to prosecution.

7. SOCIAL IMPLICATIONS

7.1 There <u>are</u> social implications associated with this paper, specifically the impact from drug-driving and seeking to gain a better understanding of the scale and nature of drug driving in Scotland (also in combination with drink driving).

8. COMMUNITY IMPACT

8.1 There <u>are</u> community implications associated with this paper, specifically the impact on communities from drug-driving and seeking to gain a better understanding of the scale and nature of drug driving across Scotland (also in combination with drink driving).

9. EQUALITIES IMPLICATIONS

9.1 There <u>are no</u> equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There <u>are no</u> environmental implications associated with this paper.

RECOMMENDATION

Members are requested to discuss the information contained in this report.

Appendix A	 Improvement Plan 	Summary and	Timeline (Updates	since February	2025 report)
------------	--------------------------------------	-------------	-------------------	----------------	--------------

No	Recommendation	Action Lead	Actions	RAG	Target	Narrative
No 1	Recommendation Police Scotland, SPA Forensic Services and Crown Office and Procurator Fiscal Service should work with Scottish Government to collate and produce data to facilitate an assessment of the scale and nature of drug driving in Scotland. This should include a review of combination drink and drug driving behaviour.	Action Lead Police Scotland	Actions 1. Engage with SIPR, Police Scotland, COPFS and Scottish Government regarding HMICS recommendation. 2. Agree baseline for data analysis collaboratively. 3. Task Analysis & Performance Unit to collate data re nature and scale of drug driving in Scotland (with ref to baseline criteria). Including a combination of drink drug driving behaviour. 4. Further engagement with external organisations regarding additional data and research.	RAG	Target Q3 24/25	NarrativeNational Strategic OverviewDrug Driving Police andPartners (December 2024Version), Op Hitch - DrugWipe Roll Out and ShetlandIsland Pilot Briefing paperprovided to HMICS.HMICS closed thisrecommendation on19 March 2025.Police Scotland has shareddocumentation with TransportScotland to ensure Partnersare sighted on the nature andscale of drug driving inScotland. Dialogue continuingin relation to delivery plansfor 2025. Police Scotlandmeeting with TransportScotland to continuedevelopment of delivery plansfor 2025/26. A nationalstrategic overview of drugdriving offences document(previously shared withScottish Government in Sep2024) has been updateddetailing insights into trendsfor detection of drug driving

SPA Forensic Services Committee HMICS Assurance Review Update 08 May 2025

2	SPA and Police Scotland should consider an auditable mechanism to assess impact of new legislation in terms of resource, budget, policy and public confidence	SPA	 Review current mechanism and identify potential changes. Implement agreed changes. 	Q4 23/24	Further dialogue took place with HMICS since the last update. This recommendation has been closed by HMICS.
3	SPA Forensic Services, Police Scotland and Crown Office and Procurator Fiscal Service must work together and identify solutions and timelines to 'stand down' outstanding interim and exceptional measures, still in place, to support drug driving justice provision.	FS	 Engage with Police Scotland and COPFS regarding HMICS recommendation. Agree actions necessary to facilitate a 'stand down' of outstanding interim and exceptional measures to support drug driving provision. Communicate end date for 'stand down'. Communicate final position to Op HITCH. 	Q3 23/24 from FS perspective (but closure may need agreement of long term sustainable model) Re-forecast completion date Q4 24/25	Revised MOU agreed and uploaded to Egress alongside TOR - HMICS RP Tactical Working Group, Memo Toxicology Samples, Section 5(A) RTA 1988, TOR 6 month SLWG. Further evidence required related to performance against 6 month timeline prior to recommending this recommendation for closure. MOU provision of Drug Driving v1.5 uploaded to HMICS Egress for review and consideration. Six month timeline now live (30 November 2024). MOU review now complete and with partners for final sign off, MOU includes refreshed timeline agreed by all Partners and close monitoring

SPA Forensic Services Committee HMICS Assurance Review Update 08 May 2025

					of performance is taking place in the early stages of newly agreed targets being in place. Performance information will be available towards the end of Q4 when, data will be provided to inform and update this recommendation.
4	SPA and SPA Forensic Services should review the drug driving analytical and reporting process and seek ways to reduce costs.	FS	 Engage with SPA re HMICS recommendation. Review existing documentation (process maps) and technological developments regarding process improvements in analytical process to identify cost reductions. Review existing documentation (process maps) and technological developments regarding process improvements in reporting process to identify cost reductions. 	Q3 23/24 Re-forecast estimated completion date Q2 24/25	This recommendation has been closed by HMICS. The streamlined method of reporting (single witness) is being used routinely in drug driving cases. The second new drug driving analytical method has been accredited by UKAS at the end of Q1 24/25 and will be implemented during Q2 24/25. This will result in two more efficient methods being used for drug driving analysis. The Criminal Toxicology team continues to work closely with the Post-Mortem Toxicology team to improve resilience and to capture synergies from joint working. The draft overarching Toxicology strategic plan has been reviewed following

SPA Forensic Services Committee HMICS Assurance Review Update 08 May 2025

					feedback from stakeholders and is going through in-house governance. Once approved internally, it will be shared with partners and HMICS.
5	SPA and SPA Forensic Services should review current and future procurement of drug driving analysis outsourcing to ensure best value.	FS	 Engage with SPA regarding HMICS recommendation. Engage with Procurement regarding HMICS recommendation re the current procurement contract for outsourcing. Explore opportunities with Procurement to improve provision of best value in current and future contracts, as part of the annual contract review process. 	Q3 23/24 Re-forecast estimated completion date Q4 23/24 A further re- forecast of estimated completion date Q1 24/25 has been required as a result of further exploratory work being requested.	Further dialogue took place with HMICS since the last update. This recommendation has been closed by HMICS.
6	SPA and SPA Forensic Services should consider the available evidence in other jurisdictions to assess the opportunities to reclaim forensic service costs and then work with	SPA	1. Engage with HMICS about potential jurisdictions to explore initially regarding opportunities to	Q1 24/25	Further dialogue took place with HMICS since the last update. This recommendation has been closed by HMICS.

	Crown Office and		explore cost		
	Procurator Fiscal Service		recovery.		
	and Scottish Government				
	to establish if this is		2. Create Short Life		
	possible in Scottish		Working Group		
	criminal trials.		(involving SPA,		
			Police Scotland and		
			SPA Forensic		
			Services) to		
			explore the issue in		
			detail.		
			3. Engage with		
			other forensic		
			science		
			organisations (or		
			criminal justice		
			systems) which		
			may have this		
			model (or		
			considered this		
			model) for service		
			delivery.		
			4. Engage with		
			COPFS and SG		
			regarding the		
			potential to		
			establish this within		
			Scottish criminal		
7	Delice Ceptland and CDA	FS	trials.	01.2E/26 (fer	Castion En process man
7	Police Scotland and SPA Forensic Services should	гэ	1. Map current	Q1 25/26 (for identification of	Section 5a process map -
	improve how drug driving		processes within Police Scotland and	improvements	Section 5a casework, Toxicology as-is analysis,
	samples are tracked and		Forensic Services.	in phase 1).	Blood Sample packaging -
	samples are tracked and		TOTETISIC SELVICES.	in phase 1).	Diobu Sample packaying -

	managed, including the consideration of technological methods such as barcoding, networking and automation of processes and instruments.		 2. Identify opportunities for improvements (with existing and new solutions). 3. Implement improvements (with the available technology). 	Introduction of further technological improvements are likely to be linked to the development of the long-term sustainable model.	Section 5a and productions Tox Report all uploaded to egress for HMICS review and consideration of recommendation closure. The paper produced in June remains the current position. No further progress can be made internally until implementation of the new Core Operating System. PSoS have implemented a new powerBI report which will assist in the tracking of drug driving samples from the time productions are lodged and go through the police submission process. This report will highlight any samples which have not been transferred to SPA FS within the 14 day from incident date target. These samples can then be invostigated and progressed
					investigated and progressed as required.
8	SPA Forensic Services, Police Scotland and Crown Office and Procurator Fiscal Service should consider opportunities for the Joint National Forensic Gateway to effectively manage all	PSoS	1. Short Life Working Group to be considered to explore this recommendation.	Re-forecast estimated completion date Q2 24/25	Closure considered and agreed at FPIG for submission to HMICS, supported by PSoS paper from DI Donaldson. Propose to Close.

	forensic submissions, including drug driving.				Paper submitted to HMICS with proposal to close. (Discussed at September Board meeting).
9	Police Scotland and SPA Forensic Services should create a priority forensic analysis protocol that would establish high and standard risk categories for analysis and associated timescales for drug driving cases.	FS	 Request breakdown of high and standard risk categories from Police Scotland and COPFS. Draft timescales for completion of these risk categories (within the overall timescale permitted by the prevailing statutory time limit). Update the Memorandum of Understanding for Drug Driving to include these categories and indicative timescales. 	Q2 23/24 Re-forecast estimated completion date Q2 24/25.	This recommendation has been closed by HMICS.
10	SPA Forensic Services must immediately progress the core operating solution plans and explore opportunities to interface with Police Scotland and	FS	 Present Interim Business Case to SPA Resources Committee. Develop Full 	Q1 24/25 (for FBC to be submitted to SPA Resources Committee)	This recommendation is at risk and under management control. Engagement continues - a project plan was approved on 17 December

	Crown Office and Procurator Fiscal Service.		 Business Case. 3. Present Full Business Case to SPA Resources Committee. 4. Depending on decision regarding business case, the roll out of the new Core Operating System. 	Re-forecast estimated completion date Q1 26/27	2024 at the FS COS & Data Migration Project Board.
11	SPA Forensic Services should work with Police Scotland and review the storage and movement of drug driving samples end to end, to ensure that all efficiencies, sample degradation risks, forensic integrity and health and safety matters have been considered and implemented.	FS	 Engage with Police Scotland re the HMICS recommendation. Document processes for storage and movement of drug driving samples end-to-end. Consider efficiencies, sample degradation risks, forensic integrity and health and safety matters. Implement improvements. 	Q1 24/25 (for phase 1) Re-forecast completion date Q2 24/25	'National 'kit' working group set up with first meeting (in London) on 31 January 2025. This group will discuss the existing 14 kits in circulation with the aspiration of reducing this to two agreed kits. Head of Service for CJSD leading and attending for this work. Timelines TBC. SPA FS update remains the same. Minimal risk to sample storage now there is no backlog. Closure of this action sits with the implementation of the new kits which sits under PSoS control.

SPA Forensic Services Committee HMICS Assurance Review Update 08 May 2025

12	SPA, SPA Forensic	PSoS	1. Engage with	Q3 24/25	Criminal Justice Services
	Services, Police Scotland		SPA, Police		Division leading on this
	and the Health Boards of		Scotland and	Re-forecast	activity. An update will be
	Scotland must collectively		Health Boards re	completion	sought and circulated to the
	consider the service		the HMICS	date Q4 24/25	HMICS Oversight Board.
	provision for drug driving		recommendation.	·····	
	within the scope of the				
	Memorandum of		2. Short Life		
	Understanding between		Working Group to		
	Police Scotland and all		consider		
	geographic Health Boards,		implications on		
	regarding custody		MOU regarding		
	healthcare and forensic		custody healthcare		
	medical services in police		and forensic		
	custody.		medical services in		
			police custody.		
			3. Position Paper to		
			be presented to Op		
			HITCH.		
13	SPA Forensic Services	FS	1. Review working	Q2 23/24	This recommendation has
	should, as a matter of		practices, workload	C ,	been closed by HMICS.
	urgency, review current		and work allocation	Re-forecast	
	working practices including		for all staff involved	estimated	
	workload and work		in the delivery of	completion	
	allocation for all staff		drug driving service	date now Q1	
	involved in the delivery of		provision.	24/25	
	drug driving forensic			, -	
	service provision.		2. Consider		
			potential		
			improvements.		
			3. Implement		
			improvements.		

SPA Forensic Services Committee HMICS Assurance Review Update 08 May 2025

14	SPA Forensic Service managers must ensure they have effective management structures and performance management information in place to ensure proactive oversight and scrutiny in terms of work allocation, demand and capacity assessment, as well as performance.	FS	 Highlight HMICS recommendation at FS Performance Board. HoFs to consider whether this recommendation would be met within their area/s of responsibility. For any area/s where there may be gaps in governance and oversight, necessary changes to be implemented (this will require consideration of the changes implemented as a result of the move to the Target Operating Model). 	Q4 23/24 Re-forecast for Q1 24/25 due to a delay in implementation of one of the new drug driving analytical methods.	Following discussions at PS FS Strategic Oversight Board 10th April agreement was made to close this recommendation. HMICS closed recommendation on Egress 10 April 2025. Linked to recommendation 3. Introduction of reviewed MOU and performance monitoring measured against new six- month timeline required prior to submitting evidence for closure.
15	SPA Forensic Services should work with Crown	FS	1. Engage with COPFS and SCTS	Q1 24/25 (for phase 1)	This recommendation has been closed by HMICS.
	Office and Procurator Fiscal		regarding the	,	·
	Service and the Scottish		HMICS	Re-forecasting	The previous paper was
	Courts and Tribunal		recommendation.	completion	submitted however HMICS
	Service to establish a			date (for	require further discussion.
	pragmatic and realistic		2. Identify current	aspects within	There are further
	approach to report and		position and	control of FS)	improvements which can be
	evidence submission for		potential	Q2 24/25.	made and require discussion.

	drug driving, and consider criteria for SPA Forensic Services professional witnesses and opportunities for remote evidence provision.		improvements. 3. Implement potential improvements.		No plans to roll out remote evidence to lower courts at this time.
16	SPA Forensic Services and Police Scotland should assure that data retention, data processing and production management guidance is cognisant of the handling and management of blood samples and associated data obtained for the purposes of sections 4 and 5A of the Road Traffic Act 1988.	FS	 Engage with Police Scotland regarding the HMICS recommendation. Identify current position and potential improvements regarding data retention, data processing and production management. Implement potential improvements. 	Q1 24/25 Re-forecast completion date Q2 24/25	 PSoS continues to work closely with FS to ensure the robust application of data retention and appropriate timeliness of sampling, submission, processing and reporting of drug driving samples. FS Criminal Toxicology data retention, data processing and production management processes meet the requirements, however the introduction of a new Core Operating System (cross- reference HMICS recommendation 10) in FS will derive further benefits.
17	SPA should review the functionality and membership of the Forensic Services Committee to provide effective and robust governance, providing an effective platform for Police Scotland, Crown Office and Procurator Fiscal Service	SPA	 Proposals are under development. Following engagement, review proposals will be presented to the Authority 24 August 2023, for 	Q3 23/24 Re-forecast estimated delivery date Q4 23/24	This recommendation has been closed by HMICS.

	and the Police Investigations and Review Commissioner to hold SPA Forensic Services to account in terms of the quality and delivery of service provision.		implementation October 2023.		
18	SPA Forensic Services must urgently address drug driving analysis and reporting turnaround times, cognisant of six- month statutory timescales.	FS	 Continue to outsource cases (within agreed finance), in order to mitigate against pressure on FS staff and to improve in-house turnaround times. Review and report progress regularly, taking cognisance of a return to 6-month statutory timescale in due course. Create/update the MOU for Drug Driving detailing the expectations for end-to-end process timeliness. 	Q2 23/24 (for in-house casework) Re-forecast estimated completion date Q1 24/25 (to take into account improved performance regarding outsourcing and overarching provision of evidence to HMICS)	6mth STL schematic included within MOU, 'Provision of Drug Driving Forensic Services in Scotland'. Performance monitoring arrangement in place through Op Hitch, FPIG, 6 mth STL Working Group and overarching timeline scrutinised through performance reporting up to and including the Forensic Services Committee. Proposal to await performance information in Q1 25/26 prior to recommending recommendation for closure. A number of referenced documents have been uploaded to egress to evidence progress in this regard. Linked to recommendation 3 and 14, it is anticipated all three recommendations will be submitted for closure when performance information is

					available following the introduction of the new six- month timeline and, performance management arrangements are implemented by all partners.
19	SPA Forensic Services must prioritise the recruitment of toxicology staff – as outlined in the Forensic Services Operating Model – to ensure current drug driving demand levels can be met in the short term.	FS	 Recruitment of staff (4 x Forensic Analyst, 1 x Capability Team Manager) has been prioritised. Reassigned one member of staff from the Drugs team to Criminal Toxicology in June 23 to increase internal capacity for Drug Driving. SFA staff being trained to report Section 5A cases, thus freeing up Senior Forensic Scientists to report more complex cases (e.g. Section 4 cases). 	Q3 23/24 Re-forecast estimated completion date Q1 24/25	This recommendation has been closed by HMICS.
20	SPA and Police Scotland should develop a drug driving Enforcement Model that incorporates	PSoS	 Assess nature and scale of drug driving. Review 	Q3 24/25 for understanding nature and	PSoS 2024/25 and 2025/26 road safety activity calendars alongside Drug Driving toolkit uploaded and referenced

	incremental growth and		potential for	 scale of drug	within egress. PSOS
	investment for innovation		development of	driving.	operational orders relating to
			enforcement	unving.	
	and technology with an			Development of	specific drug driving week and
	adjoining public		model.	Development of	summer drink drug drive
	communication plan.			the	campaign also uploaded as
			3. Consider	enforcement	evidence. Ongoing focus of
			revision of longer-	model can be	campaigns and enforcement
			term strategy in	undertaken in	activity BAU activity within
			light of nature and	the intervening	PSoS.
			scale of drug	period, through	Propose to close.
			driving and	pilots, for	
			development of the	example.	The Shetland pilot launched
			enforcement		early December 2024 and
			model.		time is required to assess the
			moden		impact of pilot in terms of
					submissions to laboratory.
					The 'Enforcement Model' has
					been established.
21	SPA Forensic Services	FS	1 Explana existing	Q3 23/24 (for	This recommendation is linked
21		F5	1. Explore existing		
	should review its Estates		models for a	review)	to the LTSM and the
	Strategy in respect of		dedicated road		associated discussion on
	toxicology provision and		traffic facility.	Re-forecast	moving towards an FBC. The
	consider the development			estimated	IBC was approved by FS
	of a dedicated road traffic		2. Consider long-	completion	Resources Committee in
	facility.		term strategy for	date Q2 24/25	December 2024.
			Toxicology,	for overarching	
			considering the	Toxicology	IBC for Long Term
			separate business	Strategy (but	Sustainable Model uploaded
			units of Post	will exclude	to HMICS Egress for review
			Mortem Toxicology	timescale for	and consideration.
			and Criminal	implementation	-
			Toxicology, which	of long-term	This recommendation is linked
			are now both within	sustainable	to Long Term Sustainable
			Forensic Services.	model)	Model (LTSM) work assessing
			Torensie Services.	modely	future demand, capacity and
					intuite demand, capacity and

			3. Consider Estates strategy taking cognisance of the long-term strategy for Toxicology services within FS.		capability. The IBC is currently going through internal governance, a further update will be available early in 2025.
22	SPA and SPA Forensic Services must, as a matter of urgency, articulate the delivery of forensic service provision (as laid out in section 31 of the Police and Fire Reform (Scotland) Act 2012) to manage expectations of agencies and to ensure understanding of what is required by those in SPA Forensic Services	FS	 Decide which staff members will be involved in this review. Review the terms of the Police and Fire Reform (Scotland) Act 2012. Agree what the delivery of forensic science provision entails, in terms of additional clarity (e.g. reference to MOU) 	Q4 23/24	Further dialogue took place with HMICS since the last update. This recommendation has been closed by HMICS.
23	Police Scotland should include drug driving prevention activity within its current road safety prevention activity.	PSoS	 Evidence current prevention activity including Road Safety Scotland material and other campaign/preventa tive comms. Plan for 2024 campaign with recognition of 	Q3 24/25	PSoS 2024/25 and 2025/26 road safety activity calendars alongside Drug Driving toolkit uploaded and referenced within egress. PSOS operational orders relating to specific drug driving week and summer drink drug drive campaign also uploaded as evidence. Ongoing focus of campaigns and enforcement

			HMICS recommendations and partner activity.		activity BAU activity within PSoS. Propose to close. The Drink/Drug driving campaign was launched in December 2024 and will run until mid-January 2025. The results of campaign will be broken down into police command areas and shared.
24	Scottish Government should consider refreshing its Road Safety Framework to 2030 to include drug driving, given the growing prevalence in Scotland.	Scottish Government	 Review recommendation. Provide Annual Delivery Plan 	Q2 24/25	HMICS continue to engage with Transport Scotland on Annual Delivery Plan.
25	Police Scotland should work with Transport Scotland and other organisations to establish long-term co-ordinated engagement and education campaigns and programmes aimed at raising awareness of the drug driving law.	PSoS	Cross refer to action 23 1. Evidence current prevention activity including Road Safety Scotland material and other campaign/preventa tive comms. 2. Plan for 2024 campaign with recognition of HMICS recommendations	Q3 24/25	Duplication of update for recommendations 23/25 due to interdependencies. The Drink/Drug driving campaign was launched in December 2024 and will run until mid-January 2025. The results of campaign will be broken down into police command areas and shared.

SPA Forensic Services Committee HMICS Assurance Review Update 08 May 2025

	and partner		
	activity.		

Key:

Closed by HMICS							
Complete or submitted with	recommendation for closure						
Good progress towards comp	pletion						
On target and under manage	ement control						
At risk or late – but under m	anagement control						
At risk or late – not under m	anagement control, remedial actior	required					
Abbreviation	Entity						
PSoS	Police Service of Scotland						
FS Forensic Services							
SPA Corporate SPA							
SG Scottish Government							
	•	_					