

Agenda Item 4

Meeting	Forensic Services Committee
Date	28th October 2024
Location	Webex
Title of Paper	HMICS Assurance Review of
-	Forensic Toxicology Provision -
	Improvement Plan and timeline.
Presented By	Paul Stewart, Head of Function
<b>Recommendation to Members</b>	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 13<sup>th</sup> 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 25<sup>th</sup> 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 continues to be made in terms of Forensic Services, SPA and Police Scotland addressing the recommendations, with nine recommendations closed by HMICS, to date.
- 2.5 Detailed updates were provided to the Forensic Services Committee on 30 October 2023, 05 February 2024, 07 May 2024 and 06 August 2024
- 2.6 Since the last Forensic Services Committee meeting, good progress has been made in relation to the recommendations, and further updates are provided to HMICS regularly, through the Strategic Oversight Board (last met 23 September 2024).
- 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 are no 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 August 2024 report)

No	Recommendation	Action Lead	Actions	RAG	Target	Narrative
1	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.	Police Scotland	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.		Q3 24/25	Good progress being made by PSoS Analyst undertaking indepth work in relation to the nature and scale of drug driving in Scotland, which will support the research work being undertaken by SIPR.  Collaborative work with Scottish Institute of Policing Research (SIPR) ongoing, with an outcome anticipated by target date.

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	<ol> <li>Review current mechanism and identify potential changes.</li> <li>Implement agreed changes.</li> </ol>	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	<ol> <li>Engage with Police Scotland and COPFS regarding HMICS recommendation.</li> <li>Agree actions necessary to facilitate a 'stand down' of outstanding interim and exceptional measures to support drug driving provision.</li> <li>Communicate end date for 'stand down'.</li> <li>Communicate final position to Op HITCH.</li> </ol>	Q3 23/24 from FS perspective (but closure may need agreement of long term sustainable model)  Re-forecast completion date Q4 24/25	Draft MOU prepared with PSoS and COPFS, six-month timeline with stretch targets in final draft form. Statutory Instrument laid in Parliament, due for decision mid November 2024. Should SI be implemented, requirement to monitor performance of newly agreed six month timeline process prior to recommending this recommendation for closure.  Good progress continues to be made in relation to inhouse service delivery regarding drug driving cases, taking into cognisance the likely reduction of the statutory time limit during this financial year.  Good progress is also being made by our outsource provider in relation to outsourcing service delivery (also taking cognisance of the

					likely reduction in statutory time limit).  The overall position continues to be positive in relation to
					service delivery against the timescales.
					Dialogue is taking place with partners on an ongoing basis regarding the dialogue around formal agreement to 'stand down' remaining exceptional measures to support drug driving service provision.
					It has been agreed to delay formal review/stand-down in anticipation of the likely
					reduced statutory time limit being implemented in December 2024.
4	SPA and SPA Forensic Services should review the drug driving analytical and reporting process and seek	FS	1. Engage with SPA re HMICS recommendation.	Q3 23/24  Re-forecast estimated	This recommendation was closed by HMICS on 27 September 2024.
	ways to reduce costs.		2. Review existing documentation (process maps) and technological developments	completion date Q2 24/25	The streamlined method of reporting (single witness) is being used routinely in drug driving cases.
			regarding process improvements in analytical process to identify cost		The second new drug driving analytical method has been accredited by UKAS at the end of Q1 24/25 and will be

			reductions.		implemented during Q2
					24/25. This will result in two
			3. Review existing		more efficient methods being
			documentation		used for drug driving analysis.
			(process maps) and		asea for aray arriving analysis.
			technological		The Criminal Toxicology team
			developments		continues to work closely with
			regarding process		the Post-Mortem Toxicology
			improvements in		team to improve resilience
			reporting process		and to capture synergies from
			to identify cost		joint working.
			reductions.		Joint Working.
			reductions.		The draft overarching
					Toxicology strategic plan has
					been reviewed following
					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	FS	1. Engage with SPA	Q3 23/24	Further dialogue took place
ا ع	Services should review	F3	regarding HMICS	Q3 23/24	with HMICS since the last
			3	Re-forecast	
	current and future procurement of drug		recommendation.	estimated	update.
	driving analysis		2. Engage with	completion	This recommendation has
	outsourcing to ensure best		Procurement	date Q4 23/24	been closed by HMICS.
	value.		regarding HMICS		
			recommendation re	A further re-	
			the current	forecast of	
			procurement	estimated	
			contract for	completion	
			outsourcing.	date Q1 24/25	
				has been	
			3. Explore	required as a	
			opportunities with	result of further	

			Procurement to improve provision of best value in current and future contracts, as part of the annual contract review process.	exploratory work being requested.	
6	SPA and SPA Forensics Services should consider the available evidence in other jurisdictions to assess the opportunities to reclaim forensic service costs and then work with Crown Office and Procurator Fiscal Service and Scottish Government to establish if this is possible in Scottish criminal trials.	SPA	1. Engage with HMICS about potential jurisdictions to explore initially regarding opportunities to explore cost recovery.  2. Create Short Life Working Group (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	Q1 24/25	Further dialogue took place with HMICS since the last update.  This recommendation has been closed by HMICS.

			considered this model) for service delivery.  4. Engage with COPFS and SG regarding the potential to establish this within Scottish criminal trials.		
7	Police Scotland and SPA Forensic Services should improve how drug driving samples are tracked and managed, including the consideration of technological methods such as barcoding, networking and automation of processes and instruments.	FS	1. Map current processes within Police Scotland and Forensic Services.  2. Identify opportunities for improvements (with existing and new solutions).  3. Implement improvements (with the available technology).	Q1 25/26 (for identification of improvements in phase 1).  Introduction of further technological improvements are likely to be linked to the development of the long-term sustainable model.	Dialogue with HMICS has continued since the last update.  The new laboratory management system (more suited to Criminal Toxicology) continues to be utilised within Criminal Toxicology to good effect.  A summary of the functionality and benefits of the laboratory management system has been prepared and has been shared with partners and HMICS.  Although outwith the scope of this recommendation, good progress is being made in relation to developing the business case for the long-term sustainable solution

					(which includes identification of technical solutions). The business case is scheduled to be completed during Q2 24/25.
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 forensic submissions, including drug driving.	PSoS	1. Short Life Working Group to be considered to explore this recommendation.	Q3 23/24  Re-forecast estimated completion date Q2 24/25	Recommendation considered, agreement reached that Drug Driving submissions will continue as Direct Submissions. Some further discussion with HMICS required prior to submitting for closure.  A review of the function of the PSoS Gateway in relation to this recommendation has been ongoing. This work has now concluded and the outcome is being considered by PSoS Senior Management. Evidence will be submitted to HMICS re the outcome in due course.  Work has continued within PSoS to ensure timely submission of samples to FS.
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	FS	1. Request breakdown of high and standard risk categories from Police Scotland and COPFS.	Q2 23/24  Re-forecast estimated completion date Q2 24/25.	Priority categories have been included within the Memorandum of Understanding (MOU). A review of the MOU will be undertaken shortly to ensure

	timescales for drug driving cases.		2. Draft timescales for completion of these risk categories (within the overall timescale permitted by the prevailing statutory time limit).  3. Update the Memorandum of Understanding for Drug Driving to include these categories and indicative timescales.		that it remains fit-for- purpose.  Work is ongoing within FS to introduce the most appropriate mechanism to include the priority risk categories in the FS performance data, which is reported to various forums.  Once the risk categories are included in FS performance data, evidence will be submitted to HMICS with recommendation for closure.
10	SPA Forensic Services must immediately progress the core operating solution plans and explore opportunities to interface with Police Scotland and Crown Office and Procurator Fiscal Service.	FS	1. Present Interim Business Case to SPA Resources Committee.  2. Develop Full Business Case.  3. Present Full Business Case to SPA Resources Committee.  4. Depending on decision regarding business case, the	Q1 24/25 (for FBC to be submitted to SPA Resources Committee)  Re-forecast estimated completion date Q1 26/27	The process associated with development of the Full Business Case for Core Operating System necessitates a longer completion date (as detailed supplier engagement is required).  It is anticipated that the Full Business Case will now be submitted to SPA Resources Committee for consideration in Q1 26/27.

			roll out of the new Core Operating		
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	System.  1. Engage with Police Scotland re the HMICS recommendation.  2. Document processes for storage and movement of drug driving samples end-to-end.  3. Consider efficiencies, sample degradation risks, forensic integrity and health and safety matters.	Q1 24/25 (for phase 1)  Re-forecast completion date Q2 24/25	Dialogue continues with NHS through the Short Life Working Group re the proposed new kit for taking samples (cross reference HMICS recommendation 12).  PSoS and FS have been considering efficiencies, sample degradation risks, forensic integrity and health and safety matters (in conjunction with stakeholders) and making necessary improvements where possible.
			4. Implement improvements.		
12	SPA, SPA Forensic Services, Police Scotland and the Health Boards of Scotland must collectively consider the service provision for drug driving within the scope of the Memorandum of Understanding between Police Scotland and all geographic Health Boards,	PSoS	1. Engage with SPA, Police Scotland and Health Boards re the HMICS recommendation.  2. Short Life Working Group to consider implications on	Q3 24/25  Re-forecast completion date Q4 24/25	The Target Operating Model programme of work has commenced and is being led by the National Police Care Network (NHS).  A specific focus group will be established re this HMICS activity.

	regarding custody healthcare and forensic medical services in police custody.		MOU regarding custody healthcare and forensic medical services in police custody.  3. Position Paper to be presented to Op HITCH.		Dialogue continues with NHS through the Short Life Working Group re the proposed new kit for taking samples (cross reference HMICS recommendation 11).
13	SPA Forensic Services should, as a matter of urgency, review current working practices including workload and work allocation for all staff involved in the delivery of drug driving forensic service provision.	FS	<ol> <li>Review working practices, workload and work allocation for all staff involved in the delivery of drug driving service provision.</li> <li>Consider potential improvements.</li> <li>Implement improvements.</li> </ol>	Q2 23/24  Re-forecast estimated completion date now Q1 24/25	Further dialogue took place with HMICS since the last update.  This recommendation has been closed by HMICS.
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	FS	<ol> <li>Highlight HMICS recommendation at FS Performance Board.</li> <li>HoFs to consider whether this recommendation would be met within their area/s of responsibility.</li> </ol>	Q4 23/24  Re-forecast for Q1 24/25 due to a delay in implementation of one of the new drug driving analytical methods.	Work ongoing in relation to performance metrics associated with move to sixmonth timeline.  Where demand for drug driving work exceeds capacity, casework is outsourced to ensure a backlog does not develop.

	capacity assessment, as well as performance.		3. 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).		Evidence of staffing position (in line with that agreed re Operating Model) has been provided to HMICS during Q1 24/25 with a recommendation for closure.  Awaiting feedback from HMICS.
15	SPA Forensic Services should work with Crown Office and Procurator Fiscal Service and the Scottish Courts and Tribunal Service to establish a pragmatic and realistic approach to report and evidence submission for drug driving, and consider criteria for SPA Forensic Services professional witnesses and opportunities for remote evidence provision.	FS	<ol> <li>Engage with COPFS and SCTS regarding the HMICS recommendation.</li> <li>Identify current position and potential improvements.</li> <li>Implement potential improvements.</li> </ol>	Q1 24/25 (for phase 1)  Re-forecasting completion date (for aspects within control of FS) Q2 24/25.	A streamlined method of reporting (using a single witness) has been introduced in-house and by our outsource partner. Work is ongoing to estimate the timing saving the introduction of this single witness report has realised – a summary will be submitted to HMICS as evidence.  There are no current plans to roll-out the remote provision of evidence (RPE) in Scottish Courts further, however dialogue with stakeholders will continue to explore the possibilities (the roll-out of

					RPE is outwith the control of FS).  Evidence of the current position has been provided to HMICS.
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	FS	1. Engage with Police Scotland regarding the HMICS recommendation.  2. Identify current position and 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.
	data obtained for the purposes of sections 4 and 5A of the Road Traffic Act 1988.		improvements regarding data retention, data processing and production management.  3. Implement potential improvements.		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	SPA	<ol> <li>Proposals are under development.</li> <li>Following engagement, review proposals will be presented to the Authority 24</li> </ol>	Q3 23/24  Re-forecast estimated delivery date Q4 23/24	Further dialogue took place with HMICS since the last update.  This recommendation has been closed by HMICS.

	Procurator Fiscal Service and the Police Investigations and Review Commissioner to hold SPA Forensic Services to account in terms of the quality and delivery of service provision.		August 2023, for implementation October 2023.		
18	SPA Forensic Services must urgently address drug driving analysis and reporting turnaround times, cognisant of sixmonth statutory timescales.	FS	1. Continue to outsource cases (within agreed finance), in order to mitigate against pressure on FS staff and to improve in-house turnaround times.  2. Review and report progress regularly, taking cognisance of a return to 6-month statutory timescale in due course.  3. 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)	SLWG reviewing MOU and specifics relating to targets and performance information associated with return to sixmonth timeline.  Good progress is being maintained in relation to the in-house analysis and reporting turnaround times, cognisant of six-month statutory timescales.  New drug driving analytical methods have been accredited by UKAS.  The performance of service delivery from outsource partner has continued to improve, with timeliness remaining at contractual levels for new cases.  A service-specific MOU has been agreed and signed by all parties (takes cognisance of

					6-month statutory time limit)  - this will be reviewed in the near future to ensure it remains fit-for-purpose.  Up-to-date performance information has been submitted to HMICS during Q1 24/25 with a suggestion for closure of the recommendation.  Awaiting feedback from HMICS.
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	1. Recruitment of staff (4 x Forensic Analyst, 1 x Capability Team Manager) has been prioritised.  2. Reassigned one member of staff from the Drugs team to Criminal Toxicology in June 23 to increase internal capacity for Drug Driving.  3. SFA staff being trained to report Section 5A cases, thus freeing up Senior Forensic	Q3 23/24  Re-forecast estimated completion date Q1 24/25	An update on the recruitment position (as detailed in the Forensic Services Operating Model) for Criminal Toxicology staff has been provided to HMICS, with the recommendation for closure.  Awaiting feedback from HMICS.

			Scientists to report more complex cases (e.g. Section 4 cases).		
20	SPA and Police Scotland should develop a drug driving Enforcement Model that incorporates incremental growth and investment for innovation and technology with an adjoining public communication plan.	PSoS	<ol> <li>Assess nature and scale of drug driving.</li> <li>Review potential for development of enforcement model.</li> <li>Consider revision of longer-term strategy in light of nature and scale of drug driving and development of the enforcement model.</li> </ol>	Q3 24/25 for understanding nature and scale of drug driving.  Development of the enforcement model can be undertaken in the intervening period, through pilots, for example.	Delay in progressing PS pilot impacting on timelines. Links also to LTSM work.  Good progress continues to be made understanding the nature and scale of drug driving (see recommendation 1), with a pilot within N Division being scheduled for the first half of 24/25, as planned. Research in this area (scale and nature of drug driving etc) is on-track to be concluded Q3 24/25.  The overarching Forensic Services Toxicology strategic plan has been developed, stakeholder feedback has been incorporated and the updated plan is going through internal governance.  Good progress is being made by FS in relation to the development of the business case for a long-term sustainable model for drug driving – scheduled to be delivered during Q2 24/25.

21	SPA Forensic Services should review its Estates Strategy in respect of toxicology provision and consider the development of a dedicated road traffic facility.	FS	1. Explore existing models for a dedicated road traffic facility.  2. Consider long-term strategy for Toxicology, considering the separate business units of Post Mortem Toxicology and Criminal Toxicology, which are now both within Forensic Services.  3. Consider Estates strategy taking cognisance of the long-term strategy for Toxicology	Q3 23/24 (for review)  Re-forecast estimated completion date Q2 24/25 for overarching Toxicology Strategy (but will exclude timescale for implementation of long-term sustainable model)	The overarching draft Toxicology strategic plan, which includes synergies between Criminal Toxicology and Post-Morten Toxicology, has been updated in light of stakeholder feedback and is going through governance route within FS currently.  Once approved, the document will be shared with stakeholders and will be submitted to HMICS will a recommendation for closure of this recommendation.
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	FS	services within FS.  1. Decide which staff members will be involved in this review.  2. Review the terms of the Police and Fire Reform (Scotland) Act 2012.  3. Agree what the	Q4 23/24	Further dialogue took place with HMICS since the last update.  This recommendation has now been closed by HMICS.

	required by those in SPA Forensic Services		delivery of forensic science provision entails, in terms of additional clarity (e.g. reference to MOU)		
23	Police Scotland should include drug driving prevention activity within its current road safety prevention activity.	PSoS	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 and partner activity.	Q3 24/25	Partnership engagement activities have continued, with sharing of materials and campaign intentions across a range of road safety priorities.  PSoS Officers actively promote the dangers of drink and drug driving during relevant interactions with the public.  A summer campaign has been scheduled, which will provide for a range of educational and enforcement priorities and actions.
24	Scottish Government should consider refreshing its Road Safety Framework to 2030 to include drug driving, given the growing prevalence in Scotland.	Scottish Government	<ol> <li>Review recommendation.</li> <li>Provide Annual Delivery Plan</li> </ol>	Q2 24/25	Transport Scotland Annual Progress Report and Delivery Plan published. Recommended to HMICS for closure.  Recommendation has been reviewed regarding the Road Safety Framework to 2030.  Annual Delivery Plan is being finalised and will be submitted

					to HMICS in due course, with recommendation to close.
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	Q3 24/25	PSoS continuing to engage with partners regarding the campaign and programmes aimed at raising awareness of the drug driving law.  Dialogue has taken place with other Forces regarding campaigns, raising awareness and education.
			campaign with recognition of HMICS recommendations and partner activity.		

# Key:

Closed by HMICS						
Complete or submitted with re-	commendation for closure					
Good progress towards comple	tion					
On target and under managem	ent control					
At risk or late – but under man	agement control					
At risk or late – not under man	agement control, remedial action required					
Abbreviation	Entity					
PSoS	Police Service of Scotland					
FS Forensic Services						
SPA Corporate SPA						
SG	Scottish Government					