



Meeting	Forensic Services Committee
Date	3rd February 2025
Location	Online
Title of Paper	Forensic Services Performance Framework Refresh (2025/26)
Presented By	Vicki Morton, Chief Operating Officer
Recommendation to Members	For Discussion
Appendix Attached	Yes

PURPOSE

The purpose of this paper is to provide the Forensic Services Performance Framework refresh, to cover the period 2025/26 for discussion and approval.

1. BACKGROUND INFORMATION

- 1.1 The Performance Framework outlines the key internal processes through which Forensic Services sets, delivers, monitors and reports on its priorities; as such it encompasses elements of strategy, business planning, financial planning, 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 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 recent implementation of the Research, Development and Innovation Department will put Forensic Services in a stronger position to ensure that the public of Scotland receive a service of which to be proud and to future proof and innovate.

- 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. UPDATES TO THE FORENSIC SERVICES PERFORMANCE FRAMEWORK

- 2.1 The Forensic Services Performance Framework 2023-24 was approved at [the Forensic Services Committee on Monday 30th October](#).

The key updates to the refreshed document are

- Introduction
- Equality, Diversity and Inclusion section
- Our approach to Performance Management
- Additional evidence included in –

- Outcome 1, Culture and Behaviours. For example, reference to Corporate Parenting, Strategic Enablers and Daily Director Reports for incidents of note.
- Outcome 2, Building our services to reflect the new capability structure implemented as part of the Operating Model transition. Now includes Strategic workforce planning, Value of Forensic Science, and Drug Driving Long Term Sustainable Model.
- Outcome 3, addition of Memorandum of Understanding for Drug Driving, update to financial efficiency to include adherence to a yearly plan, and a commitment to develop an Ethical Decision Framework.
- Outcome 4, additional evidence within the partnership working section with the addition of the Strategic Workforce plan, HMICS Inspections, Scottish Biometrics Commissioner audits and BDO Audit and assurance activities. In addition, the introduction of the JNCC Sub-group.

2.2 Approval is sought from the Forensic Services Committee on the updated document.

2.3 The intention is that, once approved, progress will be reported through the Forensic Performance Operational Group (FPOG), Forensic Performance Improvement Group (FPIG) and Forensic Services Committee, and other groups as appropriate

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.

RECOMMENDATION

Members are invited to approve the refreshed Forensic Services Performance Framework, covering period 2025/26.



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Forensic Services Performance Framework 2025-26

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Introduction

Our 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 Search and Recovery of evidence from crime scenes and associated direct item submissions to the laboratory; Laboratory based examinations for Biology; DNA analysis; Chemistry and Documents; Drugs and Criminal Toxicology; Post-mortem Toxicology; Fingerprint Comparison; Enhancement of Marks; Firearms; Imaging and Multimedia Services.

The Forensic Services' model ensures primary control of the evidence chain from crime scene to court. The implementation of the operating model provides visibility on the career pathway for all support, science or management roles, and increases the flexibility for staff by enhancing their skill base.

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 outlines the key internal processes through which Forensic Services sets, delivers, monitors and reports on its priorities; as such it encompasses elements of strategy, business planning, financial planning, 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 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 recent implementation of the Research, Development and Innovation Department will put Forensic Services in a stronger position to ensure that the public of Scotland receive a service of which to be proud and to future proof and innovate.

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 refreshed Performance Framework, 2025/26, has been updated to reflect how we 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. Continual improvement of our management information and key performance targets will enable us to effectively manage fluctuations in demand.

By reporting against this framework, we will be able to track our achievements as well as continue to identify areas that need further focus or improvement. This framework is used 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, creating a sense of 'belonging' and providing a world-class service to our customers and the population of Scotland. This is in support of our vision of 'Scientific Excellence for Safer Communities'.

Our Forensic Strategy aims to continue to grow scientific excellence to prevent, detect and investigate crime – in line with the Scottish Government's Justice Outcomes and the strategic aims of Police Scotland and the Crown Office & Procurator Fiscal Service.

In pursuit of our vision, we are fostering a positive and vibrant workplace for all of our people and ensuring responsive provision of science from Crime Scene to Court. To do that, we value and develop our people, promoting Equality, Diversity and Inclusion.

As such, our Equality, Diversity & Inclusion Plan is of fundamental importance to us pursuing our vision.

Our Equality, Diversity & Inclusion plan focuses on a number of aspects, with two key themes – employment and service delivery – which are underpinned by a number of Equality Outcomes. Our Equality, Diversity & Inclusion plan focuses on a number of aspects, with two key themes – employment and service delivery – which are underpinned by a number of Equality Outcomes. These Equality Outcomes, which are due for review, 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. Our Plan also details how we will embed more fully our use of the Gaelic language in Forensic Services, in support of the SPA Gaelic Plan.

To realise the full benefits of our Equality, Diversity & Inclusion plan, we must adopt a broader and more inclusive approach and 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 Equality, Diversity & Inclusion plan will have a comprehensive review and refresh. This will further strengthen relationships with our internal and external partners, particularly staff associations. The review will develop a plan to further improve staff engagement, develop inclusion with a goal of attaining a real sense of belonging for all colleagues.

Embed our Core Values and Behaviours into our desired culture

Forensic Services abides by the SPA and Police Scotland Code of Conduct. Staff are relied upon to promote a positive culture which supports everyone to achieve the desired outcomes of the organisation.



Strategic Alignment

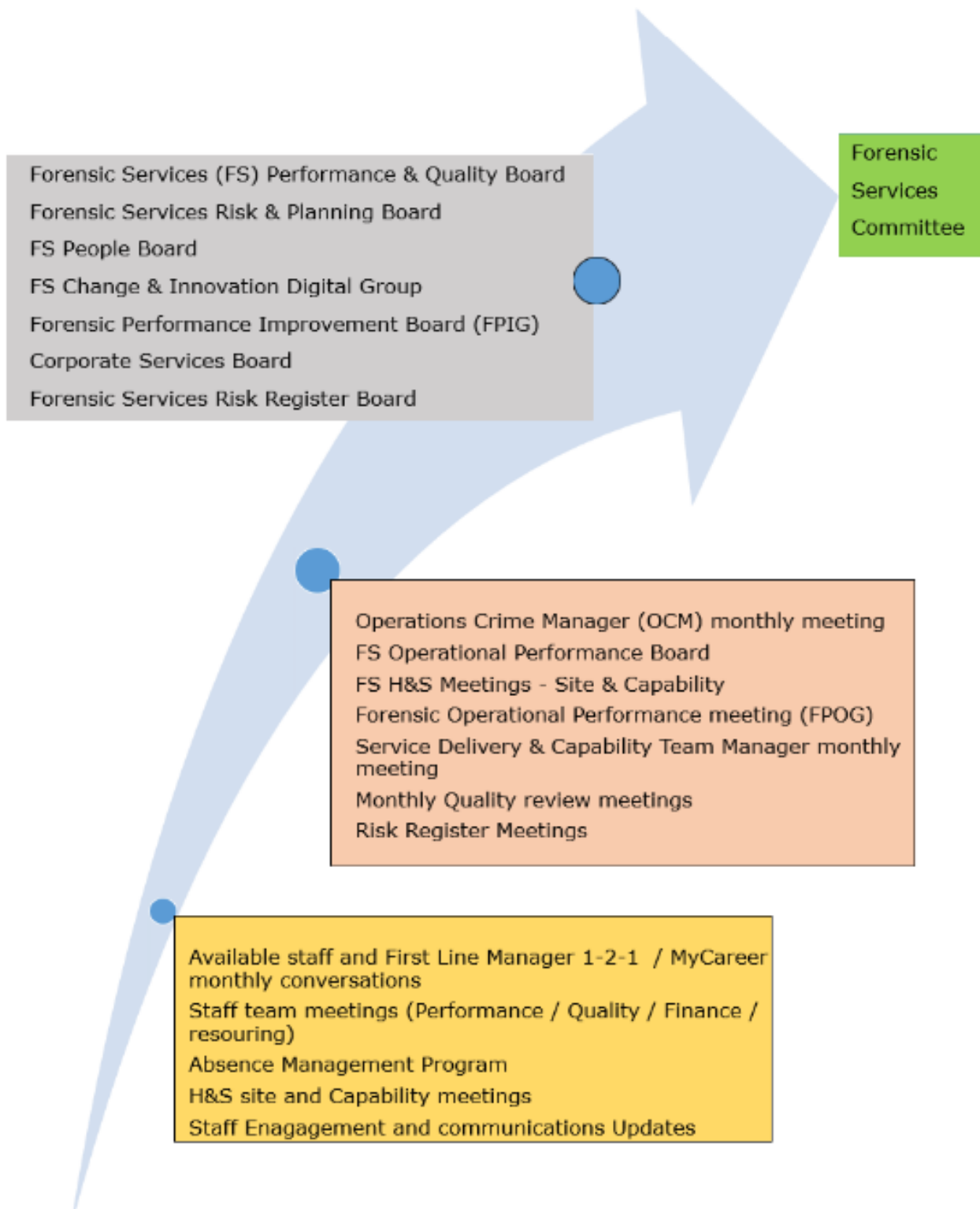
The Forensic Services Strategy *Delivering excellence in forensic science for a safe and resilient Scotland* was published in September 2021, and recognises the unique responsibility placed upon the organisation as the only provider for forensic services to the criminal justice system in Scotland.

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 KPIs and metrics, where data / information is available.

INTERNAL GOVERNANCE:



Our approach to Performance Management

This Performance Framework sets out to further align with our new operating model and organisational structure. We will seek to understand emerging priorities and longer-term demands placed on Forensic Services to flex our workforce appropriately. Additional work is ongoing regarding demand forecasting to understand our Partners future requirements and is due to be completed in 2025.

Forensic Services is currently undertaking a full self-assessment of its contribution to delivering 'best value' in Scotland. This assessment has been informed by staff workshops and engagement sessions. This assessment provides valuable management information in support of continuous improvement and will serve as preparation for any future inspections by Audit Scotland and His Majesty's Inspectorate of Constabulary in Scotland (HMICS).

By reviewing the milestones achieved within the operating model we can assess the changes made in efficiency, realised benefits, and further self-generated funding required to re-invest in the service.

Continuing the program of change and development will track the progress of projects and demonstrate the positive impact to manage demand and ensure that the public money is spent appropriately. A project is underway to comprehend the value of Forensic Science chaired by the Head of Change and Development.

Technology is a corner stone to efficiency of service along our process chain. Any improvements to digital services, database usage and information management data capture will be paramount to our focus on evidence-based decisions to achieve our business plan objectives and cost efficiencies. The design and implementation of the new core operating system in a phased approach over the next 3-to-5-year period will build the foundation to future sustained efficiencies and improvements.

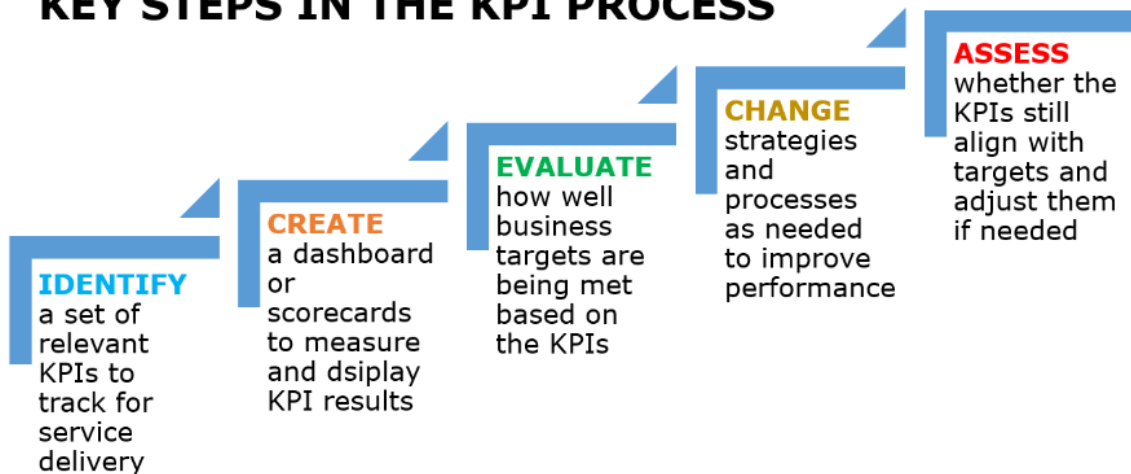
Where available, targets are set for our performance measures, to indicate the service standards we are aiming to achieve. For some new indicators, targets will be set in future years once a baseline has been established.

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.

Performance Reporting

Where possible we will use this information to determine how we compare to other Forensic Service provider organisations and to support organisational learning through sharing of best practice.

KEY STEPS IN THE KPI PROCESS



Forensic Services 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.

Forensic Services 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 and allows a level of scrutiny through the appropriate governance boards.

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, Scottish Biometrics Commissioner, HMICS, and other partner organisations for their views on the impact of policing, 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 Forensic Services are working towards are detailed below.

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

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 continue to 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	
Change	Organisational change program, inc. cashable improvements and subsequent benefits realisation	
Innovation	Improvement Projects, technology and service improvements balanced by customer need and expectation.	
Strategy	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

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 psychologically safe 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

OUTCOME 1 – OUR PEOPLE ARE SUPPORTED

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Safety and wellbeing	How do we support our staff and promote their wellbeing?	Workdays lost as % of available hours trend.	Overall absence target of 5% with 10% reduction per rolling year.	FS Performance and Quality Board (monthly) FS People Board (every 2 months)	PSoS / Other FSPs
	How well do we manage staff absence?	Short term absence (STA) and long-term absence (LTA) target measure with stretch target	STA target – 2% with aspiration of 1.8% within 12 months. LTA target – 3% with aspiration of 2.7% within 12 months.	Forensic Services Committee (Quarterly and End of Year)	
		Time lost by absence category YTD v PYTD Psychological absence trend.	Rolling annual measure. By working days lost and % of total absence due to psychological absence. Target 10% reduction year on year.	FS People Board (every 2 months) Forensic Services Committee (Quarterly and End of Year)	PSoS
	How do we ensure safe working practices are in place across our services?	Number of RIDDOR reports No of accidents and Near miss reports	Zero RIDDORs Target 100% compliance. Target of less than 25 accidents per quarter.	FS Health and Safety Committee (Quarterly and End of Year) Forensic Services Committee (Quarterly and End of Year)	PSoS
Workforce development	How can we promote strong leadership at all Levels of Forensic Services?	Training and Development Roadmap for all Managers	Training plans are monitored and evaluated with effective delivery of internal personal/ team objectives / My Career annual review discussions. Evaluate via No of staff who want to Develop to Lead or Develop to move to a new role.	FS People Board (every 2 months) FS Change Programme Board (Quarterly)	Bespoke

OUTCOME 1 – OUR PEOPLE ARE SUPPORTED (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Workforce development (cont)		<p>Embed and uphold our core values and behaviours. Use of clear SMART staff objectives and include these in 1-2-1 staff discussions.</p> <p>Use of staff surveys where appropriate to demonstrate improvement from previous survey results.</p>	<p>My Career and direct line manager meetings / briefings.</p> <p>Staff survey results reported</p>	<p>FS People Board (Annual Report in Q2)</p> <p>FS Change Programme Board (Quarterly)</p>	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% as at end of year	FS People Board (Annual Report in Q2)	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	Information collated as at end of year	FS People Board (Annual Report in Q2)	PSoS and SPA Corporate
		Number of staff who would welcome experience in another part of the organisation Number of requests which have been actioned	Information collated as at end of year	FS People Board (Annual Report in Q2)	PSoS and SPA Corporate
		Compliance against the learning and development opportunities plan (Inc. Continuous Personal Development)	Information collated as at end of year	FS People Board (Annual Report in Q2)	PSoS and SPA Corporate

OUTCOME 1 – OUR PEOPLE ARE SUPPORTED (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
		Identify key posts which require succession planning. For example, posts which have extensive training requirements.	Report as risk identified Monitored by staff age group and role	FS People Board (every 2 months) FS Risk and Business Planning Board (Quarterly)	PSoS and SPA Corporate
Culture and values	How do we embed our values?	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 encourage a sense of belonging and minimise staff turnover?	Percentage staff turnover rate	Fewer than 1% monthly. Fewer than 3.5% as a yearly total.	FS People Board (every 2 months) Forensic Services Committee (Quarterly)	PSoS and SPA Corporate
	How do we use the results of staff surveys to shape future developments?	Staff survey and completion of subsequent actions	Informative and trend data	Forensic Services Committee (As required)	PSoS and SPA Corporate
		Culture survey results around values, belonging & recommending their employer (and comparison to previous Denison surveys)	Director instructed	FS People Board (As required) Forensic Services Committee (As required)	SPA Corporate

OUTCOME 1 – OUR PEOPLE ARE SUPPORTED (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
	How do we promote and mainstream equality, diversity and inclusion?	Staff Informational Roadshows. Communications Engagement plan	SMT / Change Programme Team	FS People Board (As required)	Bespoke
		ED&I and Wellbeing summary reports EqHRIA reports	Report on mainstreaming activity and completion of EqHRIA.	FS People Board (every 2 months)	PSoS and SPA Corporate
		Introduction of apprenticeships	Information collated as at end of year	FS People Board (As required) Forensic Services Committee (As required)	PSoS and SPA Corporate
		Introduction of Corporate Parenting	Progress against milestone plans	SPA Policing Performance Committee	Bespoke
		Introduction of Strategic Enablers	Information collated as at end of year	FS Risk and Business Planning Board (As required)	Bespoke
		Directors Daily Report	Daily incidents of note from staff and managers	By email circulation and Intranet. Escalation and discussion at FS SMT Meetings	Bespoke

Outcome 2

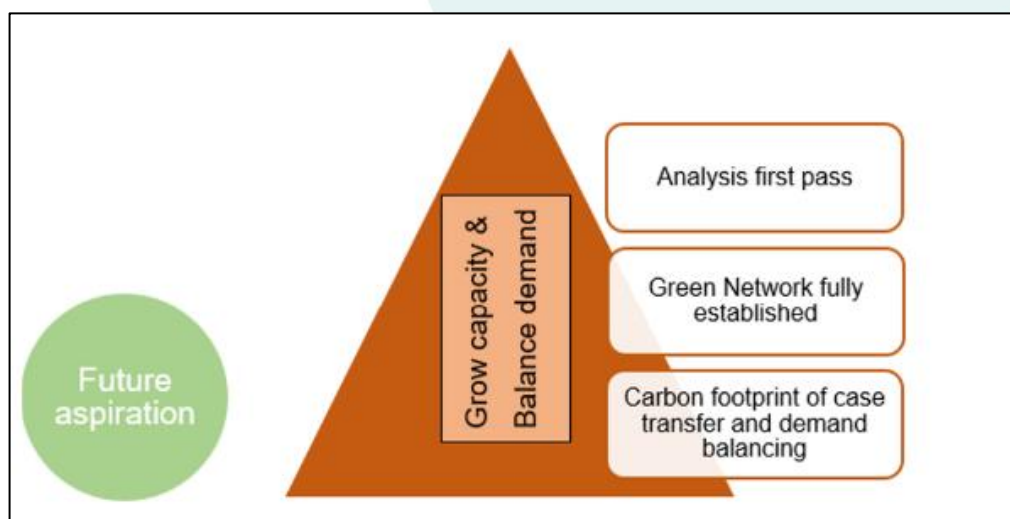
We are sustainable, adaptable and prepared for future challenges

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



OUTCOME 2 – PREPARED FOR FUTURE CHALLENGES

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Building our services	<p>How do we continuously review and improve our services? 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?</p>	<p>Compliance to Business plan (2024-26) which promotes activities around Our People, Our Resources, Our Processes and Our Partners</p>	<p>Report by RAG status and % completed</p>	<p>FS Risk and Business Planning Board (Quarterly)</p> <p>Forensic Services Committee (Quarterly and End of Year)</p>	<p>SPA Corporate</p>
		<p>Compliance to Quality Improvement Targets set yearly.</p>	<p>Reported against targets</p>	<p>FS Performance and Quality Board (Monthly)</p>	<p>N/A</p>
		<p>Compliance to milestones in Change Programme plan.</p> <p>Includes project evaluation indicators and benefits realisation.</p>	<p>Report by RAG status and % completed</p>	<p>FS Change Programme Board (Quarterly)</p> <p>Forensic Services Committee. (Quarterly and End of Year)</p> <p>Resource Committee (As required)</p>	<p>N/A</p>
		<p>FS demand and output. Includes trend analysis and comparison against forecast and by Police Division.</p> <p>FS Search and Recovery – Scene examination and tasking unit trend analysis</p> <p>FS monthly casework submission by Unit / Capability includes improvement and recovery planning as required</p>	<p>Reported against Memorandum of Understanding targets</p>	<p>FS Performance and Quality Board (Monthly)</p> <p>Forensic Performance Improvement Group (Quarterly)</p> <p>Forensic Services Committee. (Quarterly and End of Year)</p>	<p>PSoS</p>

OUTCOME 2 – PREPARED FOR FUTURE CHALLENGES (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Building our services (cont)		Demand led resource and financial planning.	Reported against yearly set budget	FS People Board (every 2 months)	PSoS and SPA Corporate
		Strategic Workforce Planning.		FS Risk and Business Planning Board (Quarterly)	
		Value of Forensic Science	Progress reported	FS Value Working Group (Quarterly)	N/A
		Drug Driving Sustainability Model	Reported against planned milestones	FS PS Strategic Oversight Board (Bimonthly)	N/A
		Efficiencies / initiatives Plan - key improvement projects to include financial savings and benefits realisation.	Reported against yearly set budget	FS Risk and Business Planning Board (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	PSoS and SPA Corporate
Environmental sustainability	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. SPA FS future aspiration	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

OUTCOME 2 – PREPARED FOR FUTURE CHALLENGES (Cont)

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
New innovations and technologies	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?	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 against forecasted plan	FS Risk and Business Planning Board (Quarterly) FS Change and Innovation Digital Group (Quarterly)	PSoS and SPA Corporate
	Do we comply with digital and data regulations?	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 against forecasted plan	FS Change and Innovation Digital Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year) SPA Resources Committee (Quarterly)	PSoS and SPA Corporate
		Cashable benefits realisation – efficiency forecast / plan / completion.	Reported against forecasted plan	FS Change and Innovation Digital Group (Quarterly)	PSoS and SPA Corporate
		Benefit realisation of new technologies implemented	Reported against milestone plan	FS Change and Innovation Digital Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	PSoS and SPA Corporate

OUTCOME 2 – PREPARED FOR FUTURE CHALLENGES (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
New innovations and technologies Cont.		Further development of the data Strategy	Progress report	Audit Risk and Assurance Committee (Quarterly)	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 against workplan	Audit Risk and Assurance Committee (Quarterly)	PSoS and SPA Corporate

Outcome 3

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

Forensic Services are an established organisation with high-quality forensic services to assist both criminal and non-criminal investigations in Scotland. This strategy continues to build our reputation and services to ensure we can 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

OUTCOME 3 – DELIVER HIGH QUALITY & ETHICAL SERVICES

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Advancing forensic science internationally	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 against the Technology Roadmap	FS Change and Innovation Digital Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year) SPA Resources Committee (Quarterly)	SPA Corporate
Customer service	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	Complaints fewer than 2 per quarter Negative feedback fewer than 2 per quarter	FS Performance and Quality Board (Monthly) Forensic Performance Improvement Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	PSoS SPA Corporate
		Customer Engagement sessions	Information updated via reports to Boards	FS Performance and Quality Board (Monthly) Forensic Performance Improvement Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	PSoS SPA Corporate

OUTCOME 3 – DELIVER HIGH QUALITY & ETHICAL SERVICES (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Customer service (cont.)	How are we performing against our agreed service and regulatory standards?	Memorandum of Understanding (MoU) compliance targets and MoU for Drug Driving.	Reported against all MoU compliance targets	FS Performance and Quality Board (Monthly) Forensic Performance Improvement Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	External FSP
		Customer satisfaction survey (includes Lessons learnt and improvement actions)	Information report and analysis	FS Performance and Quality Board (Monthly) Forensic Performance Operational Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	PSoS and SPA Corporate
		Maintenance of ISO 17025 accreditation	Information report and analysis	FS Performance and Quality Board (Monthly) Forensic Performance Improvement Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	External FSP

OUTCOME 3 – DELIVER HIGH QUALITY & ETHICAL SERVICES (Cont)

Area	Performance questions	Data/ evidence	Target/ evidence	Governance	Benchmark
Customer service (cont.)	How are we delivering best value?	Financial efficiency savings achieved against plan.	Reported against forecasted plan	FS Performance and Quality Board (Monthly) Forensic Services Committee. (Quarterly and End of Year) SPA Resources Committee (Quarterly)	SPA Corporate
		Delivering best value Forensic Science	Partnership working (PSoS, COPFS, Leverhulme)	FS Performance and Quality Board (Monthly) Forensic Services Committee. (Quarterly and End of Year)	Bespoke
Ethical considerations	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. Future progress with new technology and systems will include adherence to the data ethics framework.	Progress report	Forensic Services Committee. (Quarterly and End of Year)	PSoS and 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

OUTCOME 4 – WE WORK COLLABORATIVELY

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Partnership working	How do we evaluate our key partnerships?	The Memorandum of Understanding has been signed by PSoS and COPFS.	Report against compliance targets and audit recommendations	Chief Executive of SPA and Director of Forensic Services.	N/A
	How do we perform in relation to the standards agreed with our partners?	Strategic Workforce Plan		Forensic Performance Improvement Group (Quarterly)	
		HMICS Inspections Scottish Biometrics Commissioner Audits BDO Audit and assurance		Forensic Services Committee. (Quarterly and End of Year)	
	Regular engagement sessions with the Trade Unions, COPFS and PSoS	Information updates	JNCC Sub-group Forensic Performance Improvement Group (Quarterly)	N/A	
	Customer Service Delivery compliance	Customer Service Delivery compliance	Reported against targets	FS Performance and Quality Board (Monthly) Forensic Performance Improvement Group (Quarterly) Forensic Services Committee. (Quarterly and End of Year)	External FSP

OUTCOME 4 – WE WORK COLLABORATIVELY (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
Planning for the future	<p>What strategies and plans do we have in place to shape our future approaches?</p> <p>How do these plans involve collaboration and partnership working?</p> <p>Who are our key partners and how do we engage with them?</p>	<p>Forensic Strategy</p> <p>Strategic Workforce Plan</p> <p>MoU's & Performance Framework</p> <p>People Plan</p> <p>Business Plan</p> <p>Technical Roadmaps</p> <p>Research, Design and Innovation Plan</p> <p>Horizon Scanning Reports</p> <p>Stakeholder Engagement Plan</p>	Annual Report	<p>FS Performance and Quality Board (Monthly)</p> <p>Forensic Performance Improvement Group (Quarterly)</p> <p>Forensic Services Committee. (Quarterly and End of Year)</p>	SPA Corporate
Promoting what we do	<p>What does our customer and partner feedback tell us about our services?</p> <p>How do we promote our services and how they contribute to the justice system?</p> <p>How can we measure public confidence in our services?</p>	<p>Obtain positive outcomes from previously unresolved / undetected legacy cases.</p> <p>Continually adapt our Communication Strategy to ensure positive focus on excellence and achievements</p>	<p>Annual Report</p> <p>Internal and External communications</p> <p>FS yearly Excellence Awards</p> <p>Inclusion of Forensic Services in Public Confidence Surveys</p>	<p>FS Performance and Quality Board (Monthly)</p> <p>Forensic Performance Improvement Group</p> <p>Forensic Services Committee. (Quarterly and End of Year)</p>	Public information from CCRC

OUTCOME 4 – WE WORK COLLABORATIVELY (Cont)

Area	Performance questions	Data / evidence	Target / evidence	Governance	Benchmark
<p>Promoting what we do (cont).</p>		<p>Link with Leverhulme Research Centre and the Values of Forensic Science collaborative research project</p> <p>Continuous improvement of Forensic Services work, focusing on achievable outcomes and overall contribution made.</p>	<p>Daily Director report.</p> <p>Collated key points escalated as required.</p>	<p>FS Performance and Quality Board (Monthly)</p> <p>Forensic Performance Improvement Group</p> <p>Forensic Services Committee. (Quarterly and End of Year)</p>	<p>Bespoke</p>