

Forensic 2026 Strategy

Scientific Excellence for Safer Communities



OUR SERVICES



Section 31 of the Police and Fire Reform Act (2012) established Forensic Services and its statutory obligation to provide forensic science to Police Scotland, the Crown Office and Procurator Fiscal Service (COPFS) and the Police Investigations and Review Commissioner (PIRC).

TABLE OF CONTENTS

Foreword from the Director of Forensic Services

FORENSIC 2026 STRATEGY ON A PAGE	5
Journey So Far	6
Unlocking Further Value from our Crime Scene to Court Model	7
Connecting the Strategy's Elements	9
Values, Vision, Purpose and	10
Strategic Objectives	11
Strategic Outcomes	13
Mainstreaming Equality and Promoting Wellbeing	14
What Next?	15
Strategic Road Map	16
Strategic Alignment	17
Contact Information	18

FOREWORD

Our Forensic 2026 Strategy will build on our current strengths driving greater value from our unique Crime Scene to Court model.

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

The services we provide to our customers will improve throughout this period in a phased approach:

Phase 1, 2018-20: Increasing Capacity, Improving Utilisation and Demonstrating Value

Phase 2, 2020-23: Transitioning to an Enhanced Operating Model and Enabling Infrastructure

Phase 3, 2023-26: Investment and Innovation, introducing new forensic science techniques

Our business plans will reflect these priorities and demonstrate our commitment to strategic delivery. As well as tracking progress through our management reporting we will evaluate our progress, the external environment and develop a plan for the next phase as we near completion of each business phase.

The application of science in the interpretation of evidence will remain core, we will improve our timeliness of service, invest in detection techniques, tracking our progress and demonstrating the greater value delivered as a result.

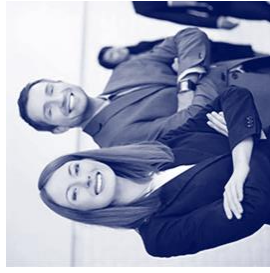
Our people remain at the heart of our ability to deliver forensic services and the strategic outcomes we have set. Investment in our people is as important as investing in technology and will remain a key aspect of our plans.

Recognising the value of forensic science within the Justice Sector will expand our ability to assist all our partners in delivering their own outcomes with the potential to make savings as a result.

Each strategic phase will work from the strategic objectives ensuring these common objectives focus activity and provide the necessary driver for change. Realising change through the delivery of strategic outcomes will work towards achieving our eventual vision to achieve scientific excellence for safer communities.

Tom Nelson

Director of Forensic Services



STRATEGIC OUTCOMES



Positive and vibrant workplace for all of our people



Responsive provision of science from crime scene to court



Effective demand management, maximising value



Deployment of cutting edge techniques in forensic science



Maintained quality standards and assurance across multi-faceted forensic expertise



Commercial capability, financial sustainability and value for money

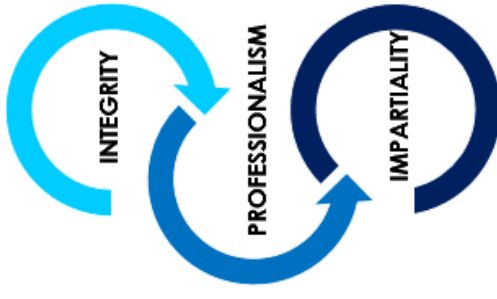
PURPOSE

To use scientific approaches to prevent, investigate, and detect crime, supporting the delivery of justice and keeping Scotland's communities safe

VISION

Scientific Excellence for Safer Communities

VALUES



Value and develop our people, promoting equality and wellbeing



Deliver faster, more responsive and smarter forensic science



Advance the value and benefits from quality forensic services

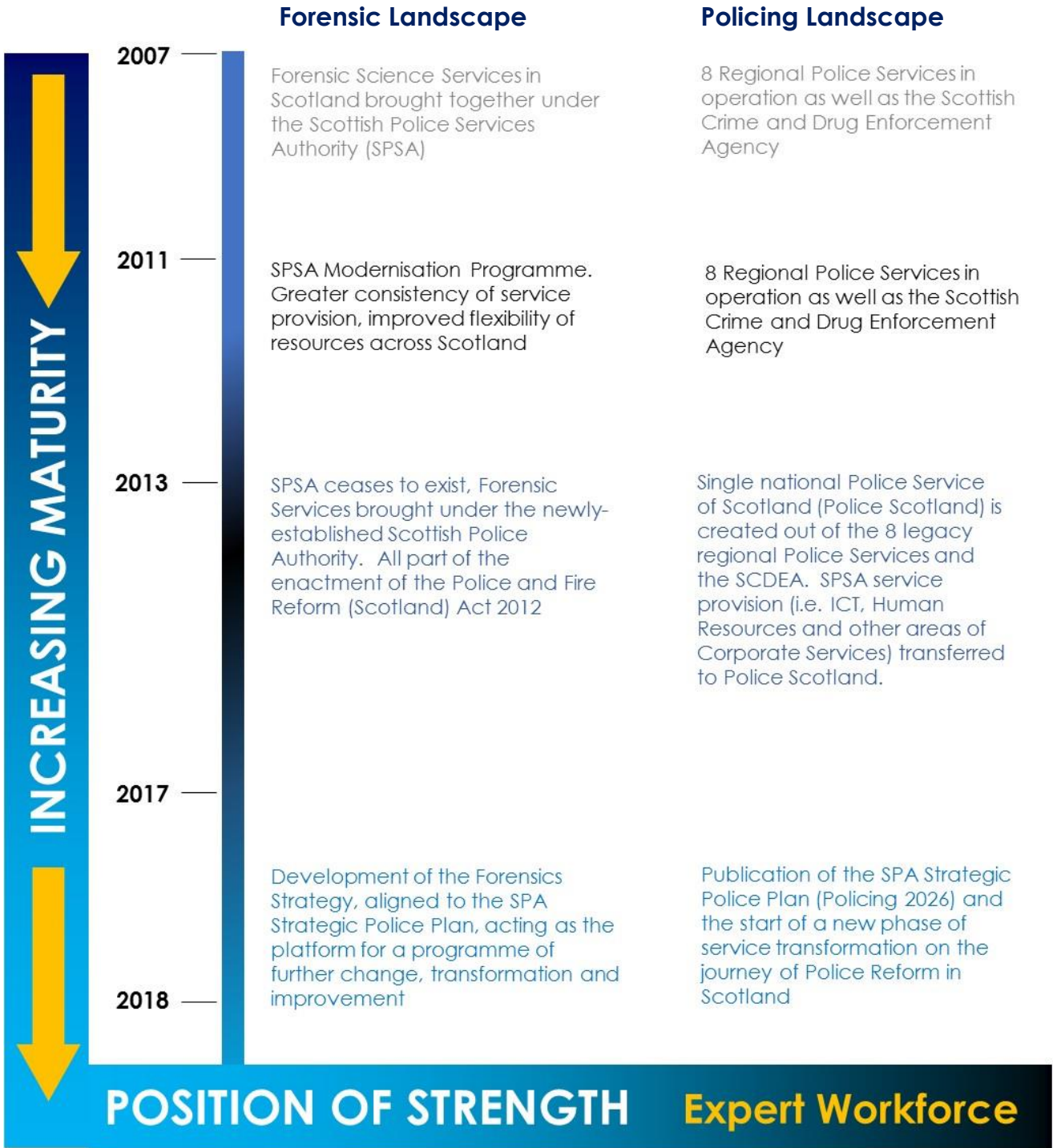


Transition to an efficient operating model, delivering measurable improvements



Enhance the profile and commercial potential of Forensic Services

JOURNEY SO FAR



POSITION OF STRENGTH

Expert Workforce



UNLOCKING THE VALUE FROM CRIME SCENE TO COURT

Scene



Timely scientific assessment of crime scene

Working with laboratory scientists

Image capture, **evidence recovery**, preservation and interpretation

Exploit all forensic opportunities, best evidence - best intelligence

Time between scene examination and analysis critical for valuable intelligence and swift identification of offenders

Case outcomes improved in court with preservation and collection of forensic opportunities

Intelligence



Analysis e.g. fingerprints, DNA, drug analysis, footwear

Identify/eliminate person of interest. Provides information on what may have happened at a scene

Early intervention, informed scientific information aids police investigation at an early stage

Reduces Police investigative time, cost and effort

Enhances outcome of cases in court and reduces ongoing threat of an offender remaining at liberty

Corroborates statement of events – assists case reporting and progression

Evidence



Utilisation of complex analysis and interpretation to support or eliminate investigative hypotheses

Experienced staff analyse and interpret scientific findings

Adds **corroborative value** to other evidence streams

Increases the strength of the evidential case and court outcome

Identifies further investigative streams, **supporting comprehensive investigative strategies**

Strong Forensic Evidence can lead to guilty plea saving court costs

Court



Expert scientific testimony in court, multi-media court presentation

Experienced scientists to present forensic evidence clearly and comprehensively

Increasing reliance on forensic science which is impartial and appropriate to the court evidence for a case

Judicial outcome supported by the forensic evidence

Reduced court preparation and trial time through use of forensic evidence

Communicating value of forensic science

The **Crime Scene to Court** model maximises the value which can be driven from the application of forensic science as it improves speed and coordination across the entire forensic process.

Forensic science continues to develop so being able to join all forensic processes together and coordinate functions within one organisation gives Forensic Services a leading edge in Scotland providing the best possible service to the public we serve.

Continued investment in forensic science will provide considerable downstream benefits across the justice system. Working with justice supporting organisations to identify better ways forensic evidence can be realised will further strengthen outcomes and the level of value delivered.

Our communities are safer places from the timely application of forensic science and services.

WHY INVEST IN FORENSIC SCIENCE?



Bullet
Black Market
Cost = £10

Intelligence can link the ammunition to weapon and link the ammunition to the offender.

Forensic science increases potential to recover further evidence and remove firearms from circulation and those using them.



Handgun
Black Market Cost = £2,000

Intelligence identifies scenes that are linked with particular weapon.

DNA/fingerprints link owner to weapon – potential to remove other weapons from circulation **preventing future crime.**



Firearms Murder Enquiry
Cost = £1.2m

Early intervention - with ammunition and firearms removed from circulation, offences can be prevented and public safety is maintained. Crime is prevented.

Forensic evidence can also enable guilty plea to avoid costly court action.

HIGH LEVEL VALUE AND BENEFITS CHAIN

2018 ——— *Increasing the timeliness of our service delivery* ———> **2026**

PHASE 1

Increasing Capacity, Improving Utilisation and Demonstrating Value

PHASE 2

Transitioning to an Enhanced Operating Model and Enabling Infrastructure

PHASE 3

Investment and Innovation, introducing new forensic science techniques



Key Benefits to Communities

Enhanced response to gathering, analysing, interpreting and presenting forensic evidence.

Enhancing quality of service through more agile technologies. Improved response times.

More science delivered at scene. Further innovation in use of cutting-edge science to improve outcomes.



Key Benefits to the Justice System

Faster intelligence and investigative services to drive prevention and protection. Continued high quality evidential service provided.

Expanding value of forensic science - more timely information and ability to better focus on all crimes.

Complete and relevant range of innovative forensic services - ensuring intelligence and investigative services are adapted to stay ahead of criminals.



Key Benefits to our People

Retaining and growing our scientific talent, recognising value of work our People do

Providing our People with all the support they require to perform their roles to the very best of their abilities.

Real innovation for our People to access wider career opportunities and progress along rewarding and flexible career pathways.

CONNECTING THE STRATEGY'S ELEMENTS

Purpose

To use scientific approaches to prevent, investigate, and detect crime, supporting the delivery of justice and keeping Scotland's communities safe

Vision

Scientific Excellence for Safer Communities

Objectives

Values



Value and develop our people, mainstreaming equality and promoting wellbeing



Deliver faster, more responsive and smarter forensic science



Advance the benefits and value derived from quality forensic science and supporting operations



Transition to an efficient operating model, delivering measurable improvements



Enhance the profile and commercial potential of Forensic Services

Phased Delivery through Business Planning Cycles

Integrated and co-ordinated delivery across business planning phases



Phase 1: 2018 to 2020

"Increasing Capacity, Improving Utilisation and Demonstrating Value"



Phase 2: 2020 to 2023

"Transitioning to an Enhanced Operating Model and Enabling Infrastructure"



Phase 3: 2023 to 2026

"Investment and Innovation, introducing new forensic science techniques"

Strategic Outcomes – delivered by 2026, fully realising the Vision



Positive and vibrant workplace for all of our people



Responsive provision of science from crime scene to court



Effective demand management, maximising the value we add



Deployment of cutting edge techniques in forensic science



Maintained quality standards and assurance across multi-faceted forensics expertise



Commercial capability and value for money

Integrity, Professionalism and Impartiality

VISION, PURPOSE AND VALUES

Our Vision

VISION

Scientific Excellence for Safer Communities

We continue to ensure that everything we do as an organisation supports our vision. We will work with our partners to deliver the most value out of the services we provide.

Our Purpose

Our purpose is to use scientific approaches to prevent, investigate and detect crime supporting the delivery of justice and keeping Scotland's communities safe. This is the basis of our strategy.

Our Values

Our values are **Integrity**, **Professionalism** and **Impartiality**. We provide independent, impartial specialist forensic services to policing and the wider criminal justice system and our values form the foundation of our organisational ethos. All our staff adhere to these values, which are part of the Forensic Services Code of Practice, and also adhere to the SPA's Code of Conduct.



STRATEGIC OBJECTIVES



Value and develop our people, promoting wellbeing and equality

- Develop a more flexible workforce
- Retain specialisms and grow ability
- Introduce multi-skilling to meet changing demands
- Identify opportunities and match skill requirements
- Tailor to business needs and career development
- Build a diverse and engaged workforce
- Mainstream equalities
- Market rate salaries
- Put staff wellbeing at the heart of what we do



2026

KEY POLICING 2026 DEPENDENCIES

People and Development Programme
 Project – Leader Training and Development
 Project – People Services
 Project – Recruitment and Selection
 Project – Strategic Workforce Planning
 Project - Staff Pay & Reward Modernisation



Deliver faster, more responsive and smarter forensic science

- Value delivered through timeliness of intelligence
- Technology enabled to deliver swift service
- 'at scene' intelligence capabilities developed
- Ability to respond to crime when required
- Continuing to grow swifter service provision
- Working with partners to design improved services
- Develop our approach to forensic intelligence
- Improve value of forensic evidence even further



2026

KEY POLICING 2026 DEPENDENCIES

Digitally Enabled Policing Programme
 Project - Mobile Working - Mobile Devices
 Project - Core Operational Solutions
 Project - National Intelligence System
 Project - Data Governance and Insight

KEY POLICING 2026 DEPENDENCIES

Cybercrime Capability Programme
 Theme 4 – Digital Forensic Services
 Project – Cybercrime Forensic Infrastructure



Advance the value and benefits from quality forensic services

- Maintain professional service delivery
- Grow ability to enhance customer benefit
- Communicate the value of forensic science to investigators, lawyers, courts and wider public
- Lead in the advancement and application of innovative forensic science
- Further demonstrate the value of forensic services across the Justice Sector
- Enhance the quality of our management information
- Improve our utilisation, efficiency and effectiveness
- Maintain and grow quality accreditation



2026

KEY POLICING 2026

Key link between Forensic 2026 Strategy and Policing 2026

STRATEGIC OBJECTIVES



Transition to an efficient operating model, delivering measurable improvements

- Best value organisational infrastructure
- Invest in core enabling infrastructure
- Ensure systems in place support efficient delivery of forensic science
- Invest in core and advancing technology
- Continue to work closely with partners and support delivery of common outcomes
- Provide transparency in governance and decision making
- Maintain and grow internal communications with staff and partners



2026

KEY POLICING 2026 DEPENDENCIES

Digitally Enabled Policing Programme

- Project - Mobile Working - Mobile Devices
- Project - Core Operational Solutions
- Project - National Intelligence System
- Project - Data Governance and Insight

KEY POLICING 2026 DEPENDENCIES

Criminal Justice Services Programme

- Project - Productions Remodelling



Enhance profile and commercial potential of Forensic Services

- Develop commercial ethos and business model viability by 2026
- Generate revenue for investment in new technology
- Create infrastructure which will enable all activity to be costed and valued by customers
- Ensure best value for money and measurable outcomes delivered for all from funds received
- Develop a stronger understanding of the potential forensic services market in the UK and internationally



2026

KEY POLICING 2026

Stronger delivery model to better service customers



2026

- Forensic 2026 Strategic directly support Policing 2026
- Continuing and growing the use of forensic science will further improve:
 - Detection
 - Prevention from early intervention
 - Protection
 - Innovative support
 - Safety of our communities
- These benefits will continue as the Forensic 2026 Strategy delivers these Strategic Objectives



2026

KEY POLICING 2026

Strengthened delivery model to better service all customers

STRATEGIC OUTCOMES



Positive and vibrant workplace for all of our people

- Attract, recruit, retain the best scientific and business talent
- Reputation for positive, vibrant workplace
- Staff valued, wellbeing and work-life balance is an organisational priority
- Clearly defined pathways to further professional development.
- Commitment to equality, with equalities considerations underpinning our operations.



Responsive provision of science from crime scene to court

- Work smart, delivering more science at the scene
- Timeliness across the crime scene to court model
- Speed up the service we provide to Police Scotland, COPFS and PIRC
- Maximising prevention through early intervention and detection opportunities.
- Working faster delivering more value to our customers when they most need it.



Effective demand management, maximising value

- Ensuring services provided is in alignment with the requirements of our service users
- Enabling full value of forensic services is delivered to deliver outcomes and objectives.
- Develop strategic approach to managing demand, making best use of capabilities and capacity by deploying our resources to areas of greatest value.



Deployment of cutting edge techniques in forensic science

- Deploy cutting edge techniques and technologies to their best effect
- Maximise the value contributed to criminal justice system
- Improve quality of forensic intelligence and evidence
- Aiding in criminal investigations to progress efficiently, effectively and securing just outcomes in court.



Maintained quality standards and assurance across our forensic expertise

- Maintaining quality accreditation
- Continuing public and stakeholder confidence in the application of forensic science
- Adopting and developing new scientific and technical techniques
- Expanding accreditation across forensic services
- Ethical awareness and compliance in a justice context



Commercial capability and value for money

- Develop Forensic Services to a position of commercial viability to provide additional funds for investment in technology
- Ensure that all processes and services are costed with value and benefits recognised
- Continually re-invest in forensic science, technical expertise giving overall value for investment made in the justice process through services provided.

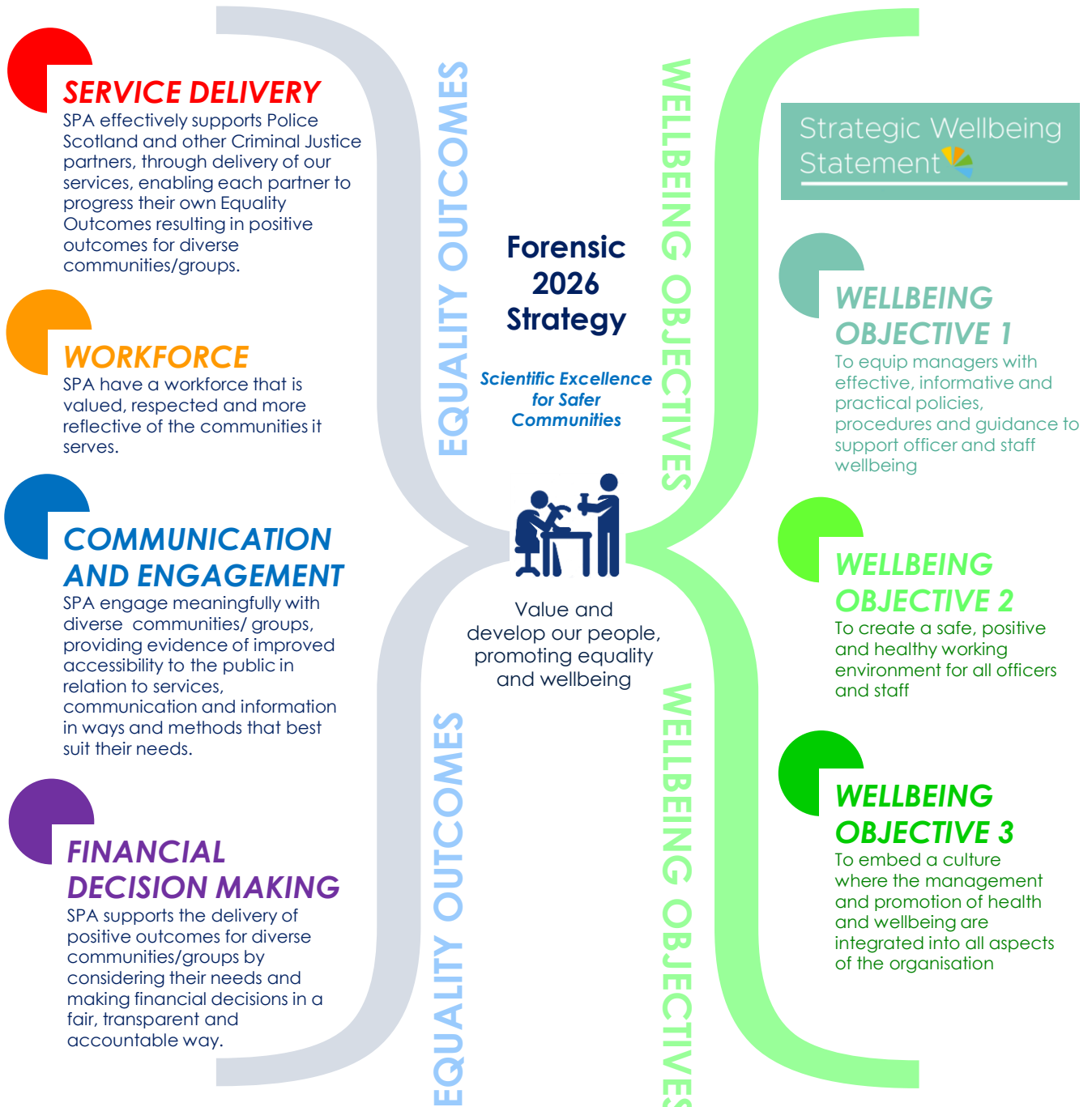


MAINSTREAMING EQUALITY AND PROMOTING WELLBEING

Forensic Services operates as a part of the Scottish Police Authority (SPA). Forensic Services is committed to helping the SPA to achieve its Equality Outcomes 2017-21, and achieve the objectives set out in the SPA Strategic Wellbeing Statement.



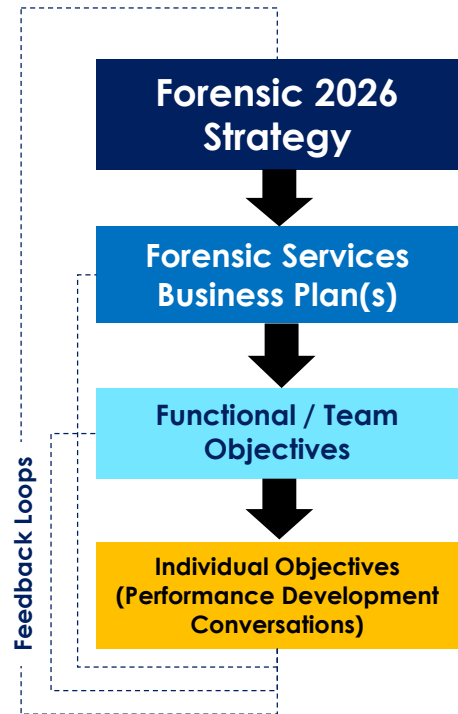
Psychological | Physical | Financial | Social



WHAT NEXT?

Business Planning

- Our Business Planning processes and cycles are aligned with the SPA and Police Scotland strategic planning cycle, delivering new capabilities in an integrated and co-ordinated way.
- Forensic 2026 Strategy will be run across three phases of business planning activity, progressively working to achieve our strategic objectives and realise our strategic outcomes. The business planning phases are the same as the three-year policing planning cycle governed by SPA's Strategic Police Plan.
- Business functions and teams within Forensic Services will deliver on each Business Plan with the support of our Programme Management Office.
- Individual staff each have personal objectives, linked to their functional team objectives, connected to the Business Plan and the Forensic 2026 Strategy.



Governance and Accountability Framework

- The Forensic 2026 Strategy is overseen by the SPA Board who will hold Forensic Services to account for performance delivery at a strategic level. Progress on achieving the strategic objectives and progress towards strategic outcomes will be monitored annually.
- The SPA Forensic Services Committee will scrutinise the operational performance of Forensic Services' and the delivery of commitments set out in the Forensic Services' Business Plan. The Director of Forensic Services will act as the Senior Responsible Owner for strategic change delivery, with the support of the Senior Management Team.
- An annual review of Forensic Services' strategic performance delivery is published as part of the SPA's Annual Review of Policing and laid in Parliament.



STRATEGIC ROADMAP

Strategic delivery will be reviewed annually and near to the end of each planning cycle. Outcomes and progress made will be reported in the SPA Strategic Police Plan.

This review activity will inform the next planning cycle, and will also be timed to be consistent with the wider SPA and Police Scotland strategic planning cycle.

Each review will cover a number of activities, including an assessment of progress, a performance review, forward-looking strategic analysis and assessment, self-assessment activity to identify areas for improvement, staff engagement, stakeholder engagement and consultation. We will also ensure that any changes to the strategic environment will inform the next planning cycle at the time of the review and refresh.



The Forensic 2026 Strategy Roadmap

2018 - 2020

Business Planning Phase 1

"Increasing Capacity, Improving Utilisation and Demonstrating Value"

Continuous Improvement - Progressing HMICS recommendations

Infrastructure investment - Evidence Management System, People, Corporate Services

Forensic 2026 Strategy Development

Addressing critical resource gaps
 Process improvement
 Management Information reporting

Developing capabilities to allow the value of forensic science to bring greater benefits to stakeholders.

2020 - 2023

Business Planning Phase 2

"Transitioning to an Enhanced Operating Model built around speed, quality and value optimisation"

Technological innovation

Bringing greater flexibility to operating model

Improvements in workforce culture

Reshaped organisation with service exploiting full advantages of crime scene to court model

2023 - 2026

Business Planning Phase 3

"Investment and Innovation, introducing new forensic science techniques"

Development of more complex technologies

Moving to real time identification at scene

Commercial operations introduced

A high value organisation providing real value across the criminal justice system

PROGRAMMED REVIEW POINTS

- Review of Progress in Delivering Against the our Objectives and Outcomes
- Checking Strategic Alignment
- Reappraising the Validity of Assumptions and Relevance of Dependencies
- Horizon and Environmental awareness to Identify and Evaluate Strategic Risks

STRATEGIC ALIGNMENT



The Scottish Government
 Riaghaltas na h-Alba

Alignment to Justice Outcomes

- we live in safe, cohesive and resilient communities
- prevention and early intervention improve wellbeing and life chances
- our system and interventions are proportionate, fair and effective
- we deliver person-centred, modern and affordable public services

Alignment to Justice Priorities

- we will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation
- we will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence

Alignment to National Outcomes

- we live our lives safe from crime, disorder and danger
- our public services are high quality, continually improving, efficient and responsive to local people's needs

Alignment to Digital Strategy for Justice - Vision

- our vision is to have modern, user-focused justice systems which use digital technology to deliver simple, fast and effective justice at best cost

Alignment to Digital Strategy for Justice - Objectives

- Allow people and businesses to access the right information at the right time
- Fully digitised justice systems
- Make data work for us

SCOTTISH POLICE AUTHORITY



POLICE SCOTLAND
 Keeping people safe
 POILEAS ALBA



2026

Alignment to the Strategic Police Plan: 2026 - Serving a Changing Scotland

Excellence in Service and Protection

Alignment to the Strategic Objectives

- enhance cyber and forensic capabilities
- strengthen effective partnerships
- empower, enable and develop our people
- invest in our use of information and technology

Alignment to Areas of Focus

Prevention - Forensic 2026 Strategy helps with the early identification of offenders by focussing on becoming swifter in our application of the crime-scene-to-court model

Protection— Forensic 2026 Strategy will strengthen the alignment between our work and those of our customers, particularly in relation to aligning better with investigative strategies for serious crime cases

Communities—Forensic 2026 Strategy emphasises the importance of using its resources flexibly across the country in line with local demands

Knowledge—Forensic 2026 Strategy places a high degree of emphasis on growing as a learning organisation, and an organisation that keeps pace with scientific developments and our own service innovations

Innovation—Forensic 2026 Strategy is centred on becoming more dynamic and adaptable as a service provider, and more sustainable in approach to our finances and our enabling infrastructure, including our workforce.



Alignment to COPFS Vision

To be the world leading public prosecution and death investigation service

Alignment to COPFS Strategic Objectives

- criminal cases are effectively and independently investigated and prosecuted or have other proportionate action taken in the public interest
- deaths which need further explanation are appropriately and promptly investigated



Home Office

Consistency with Home Office Vision

The Government's vision for forensic science is for a clearer system of governance to ensure quality standards and proper ethical oversight, and a cost effective service that delivers to law enforcement and the CJS robust and relevant forensic evidence, and in so doing strengthens public and judicial trust in forensic science.



SCOTTISH POLICE
AUTHORITY

Scottish Police Authority
(Ùghdarras Poilis na h-Alba)
1 Pacific Quay
Glasgow
G51 1DZ

This document will also be available in Gaelic upon request, other languages, braille, large print, sign language, audio or CD.

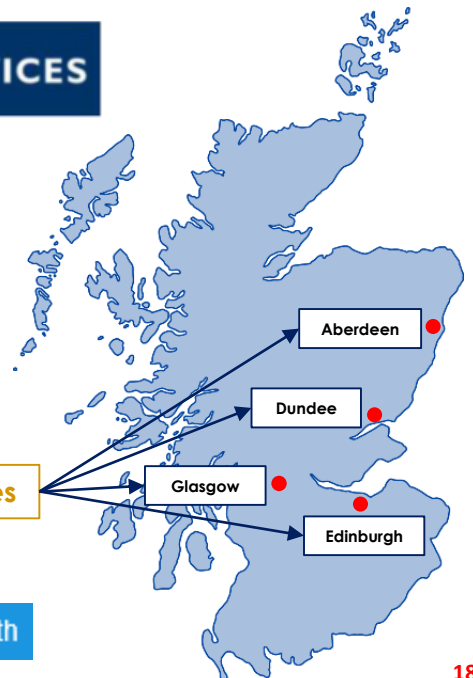
Equality Impact Assessment – This strategy was subject to an Equality Impact Assessment (EIA) in compliance with the Scottish Public Sector Equality Duty. A summary of the EIA results will be published alongside the strategy on the Scottish Police Authority website.

www.spa.pnn.police.uk
01786 896630
enquiries@spa.pnn.police.uk

FORENSIC SERVICES

SPA Forensic Services
Scottish Crime Campus
Craignethan Drive
Gartcosh
G69 8AE

Our Four Main Sites



Follow @ScotPolAuth