



Our Vision

“The FSS Vision is to realise the full potential of forensic science to contribute to a safer and more just society.”



THE FORENSIC SCIENCE SERVICE®

Science with integrity



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Science with integrity

From the
scene...



Re-activated hand gun recovered together with small amount of heroin.



Heroin profiling links drugs to other seizures.



DNA profile from a drugs wrap from one of the seizures.



Weapon linked by FSS to earlier fatal shooting in neighbouring force through firearms database.



Re-activation signature links weapon to known criminal armourer.



Match against one individual on The National DNA Database.®



Mixed/partial DNA Low Copy Number (DNA LCN) profile from cartridge case - unsuitable for databasing but suspects could be compared against the profile.



Comparison of the DNA profile from this individual suggests that he is a possible suspect for the shooting.

...to the
suspect.

THE FORENSIC SCIENCE SERVICE®
ANNUAL REPORT AND ACCOUNTS 2001-2002



THE FORENSIC SCIENCE SERVICE®

Presented to Parliament pursuant to section 4(6) of the Government Trading Funds Act 1973 as amended by the Government Trading Act 1990.

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The FSS Mission is:

“To provide impartial forensic science services in support of the investigation and detection of crimes, the prosecution of offenders and the prevention, deterrence and reduction of crime.”

The FSS's role: A key service provider

The FSS is an Executive Agency of the Home Office serving the administration of justice and providing a national service to the 43 police forces of England and Wales, the Crown Prosecution Service, HM Customs and Excise and other agencies. The FSS also provides services to businesses both in the UK and abroad. It promotes an impartial, balanced approach in the interpretation of scientific evidence and increasingly is providing an intelligence-led approach to its work for customers.

The FSS works within the criminal justice system (CJS) for both the defence and the prosecution and takes pride in its impartiality and a significant proportion of its staff are trained scientists. The FSS aims to achieve its purpose with maximum benefit and is non-profit making.

Our progress



In the last year The Forensic Science Service® (FSS®) has...

- Increased output by 22 per cent.
- Dealt with a record number of 135,000 cases.
- Continued to develop better and more effective forensic science techniques.
- Passed the landmarks of 1.5 million suspects' and criminals' DNA profiles on The National DNA Database®, and 180,000 profile matches.
- Introduced new services to help tackle crime.
- Seen scientists appear as expert witnesses in court on more than 2,938 occasions.
- Attended approximately 1,700 crime scenes.
- Increased the number of staff by 18 per cent.

Note: The Forensic Science Service, FSS and The National DNA Database are all registered trade marks.



THE FORENSIC SCIENCE SERVICE®

Science with integrity

Annual Report and Accounts 2001-2002

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'Being the best'

OUR PRINCIPLES

In providing our services, the FSS will:

- Maintain impartiality, objectivity and integrity of work.
- Provide the range, quality and speed of response required.
- Improve value for money.
- Recover the full costs of services.
- Make the best use of human and physical resources.
- Invest in systems and assets.
- Improve service through research and other developments.
- Encourage an entrepreneurial culture and environment to support competitiveness.



Dr Dave Werrett, Chief Executive

This annual report is my first as Chief Executive. When I took over the post in October, it was with a great deal of pride and excitement.

Pride, because I felt honoured to be at the helm of an organisation in which I had worked for 27 years, knowing how it had created for itself such an important role within the criminal justice system through the calibre and commitment of its staff. The strength of the FSS is the talent of our people and this is recognised around the world.

Excitement, because I feel there is still a great deal of potential for taking further the application of forensic science for the good of society. There is no doubt that forensic science has an even bigger role to play in the fight against crime.

The FSS, though, would not be as successful and world-renowned as it is today without the hard work and vision of my predecessor, Dr Janet Thompson. Janet led the FSS through 10 challenging years of Executive Agency status, developing a coherent national response to changing customer requirements and exploitation of new technologies. I pay tribute to her achievements.

The FSS is now moving into a new era of forensic science with the emphasis appropriately balanced between investigative support and corroborative evidence. We need to provide more intelligence more quickly, but we can only do this from a sound financial base that allows us to invest in staff development and new technologies and through much improved timeliness. This, though, must not be done at the expense of quality, which remains a given.

Since taking up post I have met many senior police officers and it is clear that our timeliness is the biggest issue for forces. This is closely allied to their need to deliver outcomes, many driven by Government targets that include good budget management.

Chief Executive's statement

I am very aware there is a more demanding customer out there, driven by more challenges. The FSS can help meet them by planning with forces for the future – and that is something that has already begun.

We must move to a position where FSS targets are our customers' targets. We need to be open with them about how we use the revenue we make, how much we invest to develop future services and we must invest in an agreed programme of work. This will mean we will be better placed to understand and assist the police achieve their targets.

But before we can do this we need to have a financially healthy business that is delivering on time. Revenue generation should not dominate the service we provide, nevertheless we must aim for greater cash reserves to enable the organisation to run more smoothly and proactively. We can only build up reserves like this with the approval, trust and support of our customers who need to be fully aware of our strategy. In fact, they might look forward to further price reductions if that was thought to be the best use of any reserve that we might generate in a good year.

Many forces are keen to work with us to move towards 'service provision' through joint projects. I am confident that together we can realise the added value that forensic science can bring to crime detection and reduction of attrition rates. This added value should also be recognised by our charging system. Currently, we do not charge separately for one of the most valuable contributions that we make:

the assessment, guidance and reporting of cases by the reporting officer (RO). I believe the quality of our ROs is one of our greatest strengths. Over the next few years their role will become ever more important as the 'intelligence' they provide and the evidence they present in statements and in court is seen to be based upon facts and a sound objectivity that can be relied upon. Our charging system needs to be re-balanced to reflect their professionalism.

This year we have also wrestled with the need to balance demand and capacity. Our plans to increase capacity have met with various challenges and the length of time it takes to recruit new members of staff is just one example. We continue to press ahead and newly trained and competent staff are joining us, albeit delayed in some cases by several months.

The emphasis on 'science' and 'service' is being re-established. We are after all The Forensic Science Service. We are looking at support areas, to ensure they are cost effective, and at accommodation to ensure that we approach the renewal of our estate in the best possible way.

The FSS will continue to push back the boundaries of forensic science over the coming years – and our customers and stakeholders will benefit from that. With new innovations in the pipeline, we're bringing the future closer all the time.

Dr Dave Werrett, Chief Executive.

Executive Board

• Trevor Howitt – Business Development Director

The last year has been one of great achievement in establishing a framework for the management of internal and external change in the FSS. The alignment of research and development will make available key technologies that will underpin the future of forensic science. We have put in place a vibrant programme to develop and deliver the new and improved services that will support the novel approaches in the investigation and detection of crime.



Trevor Howitt

• Mike Loveland – Chief Operating Officer

My over-arching role recognises the importance of delivery of a timely, quality service to our customers through establishing clear requirements, having the skilled resources to meet them and striving to do even better in the future.



Mike Loveland

• Phil Jones - Customer Relations Director

This year saw the introduction of a programme of work with all our police customers aimed at establishing their needs and priorities in a much more structured way than before.



Phil Jones

These efforts resulted in joint agreements with nearly all police forces.

Together with our customers we have achieved, through this work, improved relationships and gained a much clearer understanding of the demand for forensic science.

• Peter Twitchett – Service Delivery Director

This has been a year of building capacity and developing skills to align FSS service delivery with policing and criminal justice needs.



Peter Twitchett

• Rod Anthony – Finance Director

This has been another record year for growth with the FSS making an operating surplus of £6 million for the first time. This has allowed the FSS to invest significantly in business development activities, further expanding capacity and, in particular, our information services (IS) implementation. As we continue to develop and grow, our financial management process will need to develop. We are planning much emphasis on this as we go into 2002-2003.



Rod Anthony

• Alan Matthews – Communications Director

The creation of my post as communications director recognises that the FSS will be increasingly working with customers to understand their evolving requirements and highlight the benefits to them of using forensic science.



Alan Matthews

• Colin Bradley – Information Systems Director

The past year has seen the information services division (ISD) focussing on three key areas. Firstly, ensuring that the IS strategy work was fully integrated into the Corporate Change Programme – an initiative that is changing the way the FSS conducts its business. Secondly, developing a service-based group within ISD that concentrated on a professional provision of service and finally preparation of ISD to support the Operational Management System (OMS) programme.



Colin Bradley

The best business



The best facilities

The FSS's newest laboratory buildings were officially opened in October in a three-day celebration that also marked the service's tenth anniversary as an Executive Agency.

Trident Court was officially opened by Sir Richard Wilson, Cabinet Secretary and Head of the Home Civil Service. He praised the building as: "...a magnificent symbol of the increasing confidence of The Forensic Science Service – a confidence in the important work that it does and in its own staff, who are responsible for developing services that are the envy of the world."

Sir Richard, together with Home Office minister Bob Ainsworth and senior police officers, toured the buildings where live demonstrations and interactive displays showed the diversity of the work carried out by the FSS.

Trident Court is designed to help produce pioneering forensic science techniques and services to be used in the fight against crime.

The site houses the FSS's research and development experts and is also home to key FSS units such as information services, technical training, scientific support and implementation and improvement specialists.

In the last 10 years the FSS has increased its output five-fold and nearly trebled its caseload. Staff numbers have risen over the decade from about 350 to more than 2,800.



Key IS developments include:

- Core infrastructure programme - a complete upgrade to the FSS's network environment in order to meet the business's increased bandwidth and storage requirements.
- Core operational systems – a programme of work over three years to create a series of fully-integrated systems to facilitate productivity, flexibility and intelligence provision.
- Criminal justice integration - the focus of the FSS over the next three years is to integrate our business processes with our criminal justice partners. In support of this, ISD is implementing seamless communication technology that will allow the FSS access to the Criminal Justice Extranet (CJX) and the Government Secure Intranet (GSI).
- Business continuity – ISD is developing rapid-reaction and resolution support capability to ensure that a continuous provision of service is maintained.

The best business

A major initiative was launched this year that will change the way the FSS conducts its business.

The Corporate Change Programme involves rationalising, co-ordinating and delivering programmes of work for different functions and departments.

These different programmes – containing many different projects - will help staff manage increasing workloads more efficiently.

Work will be prioritised so it can be managed within the resources available but with the minimum disruption to our operational business. Over the last year a dedicated team has concentrated on putting the right processes in place and managing several of the key programmes.

Operational Management System (OMS)

The implementation of a new Operational Management System (OMS) to meet FSS business requirements was started. It is still in its infancy but has progressed in the last year from the procurement and supply of an untailored software package, through the design process to the blueprint stage and in the next few months we can start to build it, ready for implementation.

DNA Expansion Programme

The FSS has a fundamental role to play in the Government's aim of having all active criminals' DNA profiles on The National DNA Database.

Funds have been committed to make the best use of a major expansion programme to enable police forces to increase the number of DNA profiles from suspects and crime scenes on the database.

The FSS is part of the Home Office Programme Board and Monitoring and Evaluation Group which manages this programme of work and the FSS is the main supplier involved in the analysis of these DNA samples.

In the last year the first fully automated DNA processing lines came into service to assist with the DNA Expansion Programme. In addition, the FSS introduced an expert computer software system that supports the interpretation of DNA profiles.

In support of the DNA Expansion Programme, the Huntingdon DNA lab was converted into a dedicated unit for processing undetected crime scene stains to increase capacity. This involved re-training staff, changing the lab processes, validating systems and gaining accreditation.



IS strategy and services

The information services division (ISD) has undertaken a wide programme of work in the last year, driven by increasing workloads and changes in business practices. This programme ensures that business requirements are met by the effective use of information technology (IT).

The overall aims are to build a fully supported, resilient, scaleable and reliable IT platform.



The best *business* continued



Ray Chapman

The murder of Sarah Payne

The murder of Sarah Payne sparked one of the most high-profile police enquiries in recent years and the FSS played a crucial part in the investigation.

Eight-year-old Sarah went missing while visiting her grandparents in Sussex. Her body was found 17 days later.

One of the first suspects targeted by police was Roy Whiting who was on the sex offenders' register. His van was seized and exhibits were sent to the FSS for forensic examination.

After months of painstaking work, the first breakthrough came when a link was made from fibres on Sarah's shoe to Whiting's red sweatshirt in the van.

Further work was able to provide more evidence. This included fibres from items in Whiting's van, in Sarah's hair and DNA tests proving that a hair found on the red sweatshirt was Sarah's.

In total more than 500 items were submitted for forensic analysis. The work in the case was overseen by senior forensic scientist Ray Chapman.

He said: "Every contact leaves a trace. If you look hard enough you'll find the trace."

Whiting was found guilty of murder and kidnapping and sentenced to life imprisonment in December 2001.



Business development

Developing and optimising the use of forensic science and its contribution to the investigation of crime and the criminal justice system is essential to the future of The Forensic Science Service.

The FSS continues to deliver science and technology services to support the investigation of crime. We are working in partnership with the Association of Chief Police Officers (ACPO) and police representatives to refine their user requirements and target the development work needed to ensure that programmes of work deliver outcomes in policing terms.

The FSS is working with the Police Scientific Development Branch and the Police Information Technology Organisation as part of a co-ordinated approach to hard science in the Home Office to support Government aims. Our aims include:

- Working to ensure that the DNA profiles of all active criminals are held on The National DNA Database.
- Supporting the investigative process and the rapid processing of offenders through the criminal justice system through the provision of a timely forensic science service available seven days a week.

The work of the information services and research and development teams will contribute to these aims both directly and indirectly by identifying and developing cutting-edge technology-based services to

the customer. In 2001-2002 this has been achieved by delivering services through a newly implemented business development process and the Corporate Change Programme. The drivers for the programme are:

- Customer-driven requirements supporting the Government's aim to reduce crime and the fear of crime and reduce attrition in the criminal justice system.
- Service delivery-driven improvements to existing services, implicit in the need to provide more effective and efficient services in terms of outcomes and best value.
- Technology-driven developments.

Operational excellence

It is vital that we continue to strive for operational excellence in our service to our customers. We are continually developing our business processes to ensure we are focused on reaching agreed service levels and the provision of a timely service.

A key theme for service delivery in 2001-2002 has been building capacity aligned to demand. This has proved challenging against a backdrop of changing demand patterns and ever more rigorous standards of competence. Many new staff have joined evidence recovery and court reporting units and have received training in core skills. Multi-skill training will continue into 2002, along with the essential mentoring of new staff.



Major efforts have also been made to align the services we provide - and the way we deliver them - to customer needs. This has led to the introduction of seven-day working patterns and restructured court reporting teams to handle the fast throughput of cases. These are improving performance in urgent and critical cases and those involving persistent young offenders. A team dedicated to handling drugs-driving cases has also been set up and capacity and turnaround times have been much improved.

During the last year there have been a number of very high-profile cases - such as the murder of Sarah Payne - which required huge skill and resource commitment from the FSS in the search for evidence.

Opportunities to apply the most sensitive DNA techniques have brought their own challenge - how to get every bit of information from an exhibit where several evidence types are present. This is being addressed through close control of working practices to ensure that contamination cannot take place.

Maintenance of quality underpins all that we do and the recognition of this through BSI/ISO accreditation - with recommendation for group accreditation - continues to provide an independent assessment of our performance.

The best for *customers and* stakeholders

The BRIL project

The Burglary Reduction Initiative in Leeds (BRIL) was the largest crime reduction initiative in the UK in 2001-2002 and was funded through the Home Office's Crime Reduction Programme to the tune of £2.6 million.

The aim of the project was to reduce the incidence of burglary in the six Leeds divisions of West Yorkshire Police (WYP). This was to be achieved by a combination of crime prevention measures - fitting new locks, gates, grilles and alarms to vulnerable properties - and improved investigative processes, targeting prolific offenders.

The FSS partnership with WYP formed a small part of the overall project but it produced significant results for the police and the people of Leeds. It is the first of the property crime services that the FSS has offered to the police to impact on a specific area of criminality.

Initially the project involved the FSS providing a consultancy service, allowing the force to benchmark its performance. As a result of this initial work the 'supply chain' from examination of a scene to submission of items to the FSS was shortened from an average of 38 days to just three days.

The FSS played its part by providing a rapid DNA analysis of samples collected from burglary scenes, with the aim of providing 90 per cent of the results to the police in 10 days. The FSS also provided a member of staff to work within WYP to follow the progress of DNA matches through the investigative process to judicial disposal.

The results to March 2002 showed:

- An almost four-fold increase in submissions of DNA samples to the FSS compared to the same period in 2000-2001.
- An 82 per cent reduction in time taken to process such samples (from scene collection to the reporting of the DNA match from The National DNA Database custodian).
- 76 per cent of the submissions resulted in a profile being loaded to The National DNA Database.
- 69 per cent of the samples loaded onto the database have resulted in a scene-to-suspect or scene-to-scene match.
- Approximately 30 individuals were found guilty of burglary in the Leeds Magistrates and Crown Courts, up to March 2002.
- Sentences imposed ranged from fines and community service orders to five years' imprisonment.
- A further 49 individuals have been charged and are awaiting court appearances.
- Taking into account the offending patterns of some of the individuals convicted, and based on the average value of goods stolen and property damage caused, just 16 of these rapid intelligence matches have led to savings of over £120,000 for the people of Leeds.

Not all detections were down to DNA but, as a result of the successful outcomes demonstrated by this joint partnership project, WYP is actively seeking the funding to continue the BRIL initiative.

The FSS has continued to strive to offer the best service it can to customers and stakeholders – particularly the 43 police forces of England and Wales.

In the last year, forces have continued to benefit from our expert services that provide them with scientific evidence to help detect crimes – but the focus has shifted to offer them even more.

Partnership projects such as BRIL and Pathfinder have looked at how forensic science can have a part to play in reducing crime by helping police improve detection and attrition rates. (Attrition rates measure the disparity between the total number of crimes committed to the number of people who are convicted of those crimes).

Results published in the last year from the Pathfinder project - a partnership between the FSS, Lancashire Constabulary and Greater Manchester Police – show just how effective forensic science can be to the criminal justice system as a whole. Of all Pathfinder cases, a total of 82 per cent of those detected resulted in a charge, with more than half leading to an additional crime being detected and almost one fifth leading to four or more detections.

The figures also proved how cost effective the use of forensic science can be in terms of court time. Of the cases resulting in charges, 89 per cent resulted in guilty pleas or admissions and only four per cent actually went to trial.

These results provided the springboard for BRIL, which is now also showing encouraging results.

Alan Matthews, Communications Director, said: "Traditionally, forensic science has been seen primarily as providing corroborative evidence. These projects demonstrate that forensic science adds value to the services we offer by delivering quality identification intelligence that can lead to high levels of detections and guilty pleas."

The FSS also launched a major project in the last year to manage the increasing demand for work from police.

The Service Delivery Management Programme was set up to help the FSS understand the requirements of police forces to meet Government targets and to manage demand in partnership. It also serves as a means of introducing and developing new services which are aligned to policing needs.

This new strategic relationship between the FSS and police means individual forces estimate how much work they will submit to enable the FSS to plan more effectively and make a commitment to improving services in the future.

Customer Relations Director Phil Jones said: "This programme has been highly successful with more than 90 per cent of police forces having signed agreements with the FSS. It has helped to develop broader and deeper relationships with our



customers and has also led to a greater understanding on both sides of the demand for forensic science and how that can best be managed."

Customer satisfaction

The FSS conducted a biennial customer satisfaction survey in January 2002, in line with a Home Office agency target. More than 2,000 questionnaires were sent to each police force in England and Wales to be distributed across all ranks, civilian staff and areas of work.

More than 600 police staff shared their views of the performance of the FSS. They highlighted that they were most satisfied with the wide range of services, particularly in the areas of drugs, DNA and violent crime. They also identified that the areas of most concern related to timeliness and the consistency of service delivery.

The FSS has a major programme of work in place within the organisation to improve performance in these areas and it is anticipated that clear benefits will be delivered during the course of 2002-2003. A number of other areas for improvement were identified and these will form part of our future development and growth.

Despite these concerns, almost a third of police staff felt that our service was continuing to improve in all areas, particularly in DNA. The survey reinforced the fact that the integrity, continuity and safe custody of samples and exhibits remained one of the most important customer requirements for the FSS to meet.



Chief Scientist



Kamala De Soyza

Roy Tutill murder

The National DNA Database and advances in forensic science techniques were crucial in helping to find the man who killed a schoolboy more than 30 years ago.

Brian Field was jailed for life in November 2001 after pleading guilty to the murder of 14-year-old Roy Tutill in Surrey in 1968.

Over the years, the FSS tried a number of scientific techniques on medical samples and Roy's clothing but failed to obtain a DNA profile of the killer. In 1996 more advanced profiling was used and a DNA profile obtained, which was loaded onto The National DNA Database.

Three years later, Field was stopped by police on a drink-driving offence. A routine DNA mouth swab was taken and the resulting profile fed into The National DNA Database which gave a match against the 1968 crime scene stain.

Kamala De Soyza worked on the case since 1991. She said: "Use of advanced DNA profiling technology on the stored samples gave the powerful evidence that led to the successful prosecution."



The FSS is a leader in setting quality standards for the forensic science community as a whole. Dr Bob Bramley bears responsibility for this in his position as FSS Chief Scientist and custodian of The National DNA Database.



Dr Bob Bramley, Chief Scientist

Dr Bramley is a senior manager, independent of the FSS's Executive Board, and reports directly to the Chief Executive.

As Chief Scientist he acts as a source of advice both within the FSS itself and further afield. His current external commitments include positions as:

- Chairman of the United Nations Drugs Control Programme Committee for International Quality Assurance.
- Chairman of the Quality and Competence Committee of the European Network of Forensic Science Institutes.
- Member of the Scientific Working Group on Drugs in the USA and chairman of its Ethics, Competence and Certification sub-committee.
- Chairman of the Forensic Science Sector Committee of the Science, Technology and Mathematics National Training Organisation.
- Member of the Executive Board of the Council for the Registration of Forensic Practitioners.

He also works closely with the Crown Prosecution Service to ensure FSS working practices comply with the requirements of the criminal justice system.

The Chief Scientist is supported by a team of very experienced senior forensic scientists. In the last year Dr Bramley's deputy Dr Chris Howden has concentrated on standards, validation of new techniques and criminal justice system issues and Dr Bill Wilson has led the establishment of a new casework audit function to monitor the quality of the professional work the FSS carries out. Dr Ian Evett has provided support to all

other members of the team on matters of evidence interpretation and presentation and on statistical matters.

Dr Bramley said: "As the organisation gets bigger and the demands on staff for shorter delivery dates increase it is essential that we maintain the professional quality of our work. The Chief Scientist's Group is now much better placed to advise on this and monitor performance in order to provide appropriate assurance to the Chief Executive."

FSS as custodian

As custodian of The National DNA Database, Dr Bramley is responsible for ensuring that all profiles submitted by laboratories analysing DNA samples are reliable and compatible with other profiles on The National DNA Database. The FSS is not the only laboratory that does this work so his impartiality and even-handedness is important to ensure that all suppliers are treated equally.

The custodian also provides a range of database services to the police and supplier laboratories. All supplier laboratories take part in the custodian's proficiency testing scheme and in the last year the custodian team achieved accreditation for the new international standard for proficiency testing scheme providers.



On a practical level, there have been major improvements in the computer hardware and software applications available, largely funded through the Home Office's National DNA Database Expansion Programme. This has resulted in much improved services and the availability of more reliable management information for monitoring the performance of the custodian and suppliers and the effectiveness of the programme.



Home Secretary David Blunkett during his visit to Trident Court.

In the last year, the number of DNA profiles on The National DNA Database reached 1.5 million, a milestone marked by Home Secretary David Blunkett. He visited the FSS's flagship laboratory Trident Court in Birmingham to load the profile onto the database and heard from FSS scientists about the growing importance of DNA profiling.

Dr Bramley said: "We are loading more and more profiles from individuals onto the database and its value is increasing accordingly. It is now recognised by the police as one of their most powerful intelligence tools."

The best for staff



Roger Mann

Heather Tell murder

FSS scientists were praised by a judge after their expertise helped bring killer Michael Chidgey to justice in December 2001.

Chidgey was found guilty of killing 17-year-old Heather Tell, whose body was found at a beauty spot near Tamworth.

Staffordshire Police called in the FSS's major crime service to help find her killer.

Specialist adviser Roger Mann met with the senior investigating officer before items were sent to labs to discuss what evidence from the scene might yield the best results.

He said: "We gave the police advice about which items might contain vital evidence and decided to target the body swabs."

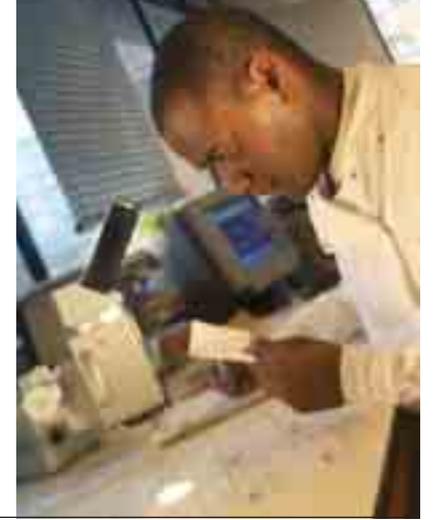
A partial male DNA profile was obtained from one of these and this was enough for police to arrest Chidgey, who volunteered to give a DNA sample in an intelligence-led screen.

The original partial profile was then upgraded using super-sensitive DNA techniques and this matched Chidgey's.



The FSS aims to offer the best for its staff – and wants its workforce to be best equipped for the changing needs of the business.

A more corporate and co-ordinated approach to training has been introduced to ensure the effective planning of training events to meet the organisation's requirements – and the development of staff against these business needs.



The FSS has continued to recruit significant numbers of staff. These have been mainly in operational positions to meet increased demand and the use of assessment centres has been refined to identify applicants' key skills and attributes.

Continuous professional development and career paths for all staff have been a high priority, particularly in key areas such as first line managers, project management and training delivery. The organisation has been heavily involved in the registration process of the Council for the Registration of Forensic Practitioners (CRFP), supplying assessors from many specialities.

To date, 180 FSS reporting officers have applied to the CRFP for registration, 10 per cent of whom are now able to describe themselves as a Registered Forensic Practitioner and use the letters 'RFP' after their name.

Investors in People (IiP) accreditation continues to be important to the FSS and work over the last year has taken place to:

- Raise staff awareness of the corporate mission statement, vision and values.
- Introduce a more consistent approach to the evaluation of staff developmental activities.
- Refine the staff appraisal system.
- Ensure induction processes are appropriate and fully utilised.

Further assessment to the IiP standard will take place in the autumn of 2002.

Emphasis has also been placed on integrating the principles of diversity into the FSS, ensuring that all staff are treated fairly and with respect. Site visits by the diversity officer helped raise awareness and statistics on the current position of ethnicity in the FSS will be published in the next financial year.

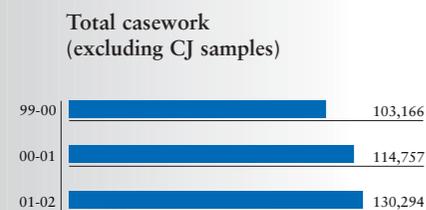
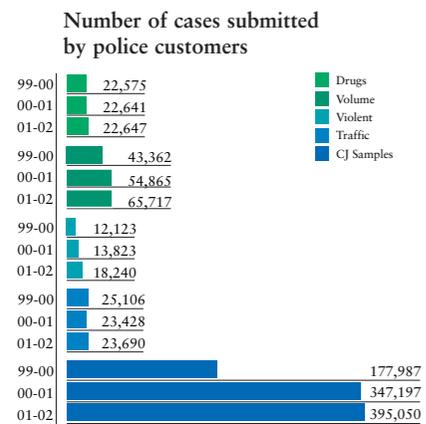
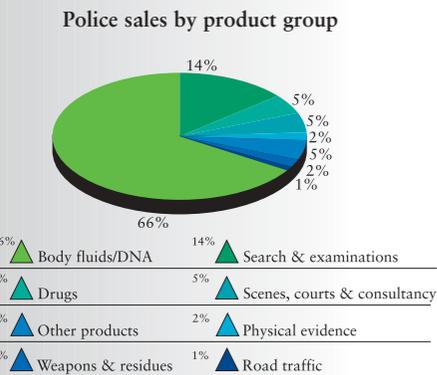
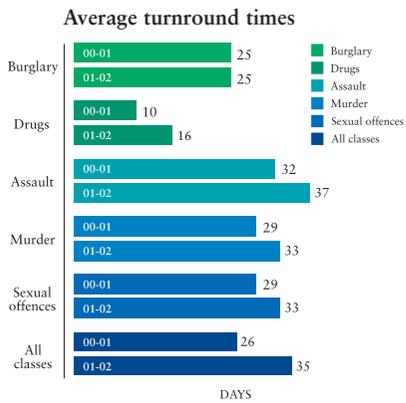
Equal opportunities

The FSS values the contribution to be made by a diverse workforce and undertakes to treat all individuals fairly and with respect. We recognise that everyone is entitled to dignity at work and seek to establish a fully diverse culture.

The FSS is firmly committed to the principle that everyone should have equality of opportunity for employment and career development regardless of sex, marital status, race, colour, nationality, ethnic or national origin, religious belief, sexual orientation, disability, age or any other irrelevant factor.

The only factors to be taken into account in recruitment, selection and training and development are ability, qualifications and fitness for the work. Positive assistance will be given to develop the individual's full potential wherever possible and reasonable adjustments will be made to enable disabled staff or applicants to have the same opportunities as other colleagues.





The best performance today and tomorrow

Historic summary of FSS performance

Key agency targets	Targets, outturns & achievements					
	1997-98	1998-99	1999-00	2000-01	2001-02	
Financial						
Return on capital employed	Target	N/A	N/A	3%	10%	10%
	Outturn	N/A	N/A	*5.6%	11.3%	12.9%
Efficiency						
3-year rolling efficiency gain	Target	N/A	9%	10%	10%	10%
	Outturn	N/A	6%	*8%	***9%	10%
Service levels						
Achieve 90% agreed delivery dates	Target	90%	90%	90%	90%	90%
	Outturn	72%	80%	89%	93%	89%
Average turnaround time	Target	N/A	N/A	24 days	**24 days	24 days
	Outturn	N/A	N/A	26 days	26 days	35 days
Quality						
Maintain external accreditation	Target	Maintain	Maintain	Maintain	Maintain	Maintain
	Outturn	Widened	Widened	Widened	Widened	Widened

Notes: Unit cost is the cost per process output hour (POH), a standardised measure of FSS output.

*Excludes DNA expansion costs £1.1m.

**If the turnaround time target is flexed to reflect the actual mix of business against that originally assumed when the target was set, the target would have been 27 days.

***The efficiency gain since 1.4.99 when the FSS was established as a Trading Fund is 10%.

Performance: an overview

The FSS is a national organisation – with regionally-based sites across England and Wales. Each of these is capable of dealing with work both locally and from other areas to give the best possible service no matter what the job.

This was the agency's third year as a Trading Fund. It met seven of its 10 agency targets and concluded 2001-2002 with a strong performance.



Agency targets

Finance

Target: a 10 per cent return on capital employed.

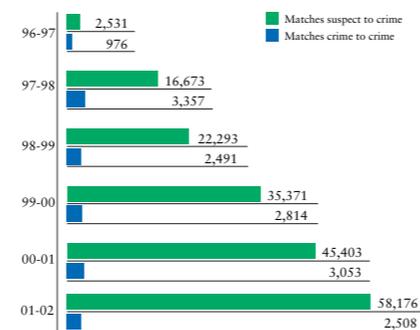
Achieved: a 12.9 per cent return.

Target: a minimum 10 per cent efficiency gain (the year rolling target).

Achieved 10 per cent.



Number of matches reported by The National DNA Database



Agency targets

Service delivery

Target: a 26-day turnaround time (normalised).

Achieved 35 days.

Target: meet agreed delivery dates in 97 per cent urgent and critical, 100 per cent persistent young offenders.

Achieved 94 per cent, 92 per cent and 90 per cent respectively.

Target: achieve 93 per cent of agreed delivery dates in all categories.

Achieved: 89 per cent.

Target: put in place service level agreements with 90 per cent of police forces.

Achieved: 92 per cent.

Target: conduct a biennial customer satisfaction survey.

Achieved.

Target: establish a baseline overall measure for putting into place routine and robust customer satisfaction measurement processes based on transactional approach, and for demonstrating year on year improvements in police (customer) satisfaction.

Achieved.

Target: maintain external quality accreditation to ISO standards.

Achieved.

Target: 50 per cent accreditation of reporting officers to the CRFP.

Achieved*.

Notes: *Only 50 per cent of applications for accreditation have been received to date.

The FSS relies on the CRFP to carry out registration.

Agency targets 2002-2003

Finance

Target: a 10 per cent return on capital employed.

Target: a 10 per cent efficiency gain (over three years).

Service delivery

Target: a five per cent increase on baseline in transactional index of customer perception.

Target: agreements implemented with 92 per cent of police forces.

Target: meet dispatch dates in 98 per cent of urgent and critical cases and 99 per cent in persistent young offenders cases.

Target: meet dispatch dates in 93 per cent of all categories of cases.

Target: achieve a 70 calendar day turnaround time in 90 per cent of standard jobs (violent and volume crime cases) by the year end, demonstrating improvements through the year.

Target: maintain quality accreditation.

Target: submit applications for accreditation to the CRFP of 100 per cent of reporting officers in areas where the CRFP is registering people.



Objectives 2002-2003



Gerry Metcalf

Ashia Hansen

FSS experts were called in by police investigating racist threats against black Olympic athlete Ashia Hansen.

Evidence provided by senior documents examiner Gerry Metcalf helped to build a case against her white ex-boyfriend Chris Cotter.

Cotter claimed he was also a victim of racists and, to support his story, he and friends Craig Wynn and Surjit Singh Clair sent race-hate letters to Ashia.

Gerry compared handwriting on the envelopes of the threatening letters with the suspects' handwriting.

He said: "The disguised nature of this handwriting was a severe limitation, but I could say that there was moderate evidence to support the view that Clair was the writer. In places, the disguise had lapsed and distinctive similarities with the specimen were found."

All three were found guilty of conspiring to pervert the course of justice in June 2001.



The FSS has grown in size and revenue since it became an Executive Agency in 1991. These changes have brought about a different customer relationship based on service and the freedom to grow in response to customer demand.

The increasing need for intelligence, information and quicker turnaround times has meant changes to working patterns and closer relationships with customers to manage demand and capacity.



Future objectives

The FSS will improve the standard, reliability, consistency and responsiveness of our services and work with other agencies, taking a strategic approach and exploiting science and technology to the full.

The FSS must excel as a service provision-based organisation, demonstrating service leadership. This means providing forensic science to help deliver specific policing outcomes. For example, the FSS has developed a tailored burglary service to deliver forensic science aligned to the requirements of burglary initiatives being run by some forces. The FSS will focus on the development of added value services that deliver benefits to customers at the right price.

Over the next two years FSS intermediate objectives are:

- To achieve operational excellence.
- To optimise use of assets and financial return on investments.
- To understand and meet customer requirements through services.
- To optimise our internal processes to support the running of an effective and efficient business.
- To move the organisation more into service provision – ensuring that staff have the skills necessary to do this.

In 2002-2003 the FSS is projected to make the first steps in the transformation to service provision and leadership. Key features of this are:

- The second phase of DNA automation - crime scene stains.
- Implementation of phase one of OMS.
- Redesign of working practices and introduction of seven-day working nationally.
- Delivery of the information technology infrastructure.

The Corporate Change Programme will help ensure these improvements can be made, so customer requirements will be met and the necessary contribution to Government aims delivered.

The FSS will be primarily an innovative organisation delivering services that push the boundaries of forensic science. The development of strategic relationships will help produce services that also add efficiency whilst targeting specific policing problems.

Providing services to wider markets

The Government is committed to increasing the efficiency of the public sector, both through the more effective management and delivery of public services and the further use of public assets.

In line with this, the FSS aims to increase public safety by developing products and services that will generate revenue to be re-invested in public safety-based research and development.

The FSS carries out work with organisations beyond our core customers where this work supports Government aims and objectives.



Website

The site features casefiles, news releases, information on our services and advice on how to get a job with the FSS.

The website address is

www.forensic.gov.uk

Accounts for the year to 31 March 2002

FOREWORD TO THE ACCOUNTS

Background Information

These accounts report the results of The Forensic Science Service in its third year as a Trading Fund.

The Forensic Science Service became a Trading Fund on 1 April 1999, in accordance with Section 4 (6) of the Government Trading Funds Act 1973.

The Forensic Science Service remains an Executive Agency of the Home Office.

Activities of The Forensic Science Service

The purpose of The Forensic Science Service is to provide impartial forensic science services in support of the investigation and detection of crimes, the prosecution of offenders and the prevention, deterrence and reduction of crime. Our aim is to realise the full potential of forensic science to contribute to a safer and more just society.

The Forensic Science Service seeks to be a source of pride to our customers, owners and ourselves by upholding the values of integrity, reliability, innovation and responsiveness.

Advisory Board

Responsibility for advising the Secretary of State on the performance of The Forensic Science Service lies with the Director General, Policing and Crime Reduction Group, assisted by an Advisory Board. Members of the Board in 2001/02 were:

Mr J Lyon (Chairman)
Director General, Policing and Crime Reduction Group,
Home Office

Miss K Collins Deputy Director General, Organised and International Crime Directorate,
Home Office

Mr D Coleman Chief Constable, Derbyshire Constabulary
(Appointed January 2002)

Mrs A Deal Crown Prosecution Service

Mr R Fulton Director of Strategy and Performance,
Home Office

Mr D G Gunn Chief Constable, Cambridgeshire Constabulary
(Resigned January 2002)

Mr L Haugh Principal Finance Officer,
Home Office

Mr P Hobbs Non Executive Director

Mr R Pannone Non Executive Director

Mr S Rimmer Director of Policing Policy,
Home Office

Dr D J Werrett
The Chief Executive of The Forensic Science Service,
attends meetings.

No fees or expenses were paid to members of the Advisory Board.

Senior Management Team

The Senior Management Team consists of:

* **Dr D J Werrett**
Chief Executive (Appointed October 2001)

Dr J Thompson CB
Chief Executive (Retired October 2001)

* **Mr R J Anthony**
Finance Director

Mr C Bradley
Information Systems Director

Mr K G Gilliver
Human Resources Director (Resigned July 2001)

* **Mr T H Howitt**
Business Development Director

Mr P Jones
Customer Relations Director

* **Mr M R Loveland**
Chief Operating Officer

Mr A Matthews
Communications Director
(Seconded from Metropolitan Police Service April 2001)

Mr G Pugh
Marketing Director
(Seconded to Metropolitan Police Service April 2001)

Dr P Twitchett
Service Delivery Director (Appointed January 2002)

All of the Senior Management Team are members of the Executive Board.

The following four non executive directors act in an advisory capacity to the Main Board and Chief Executive, they are:

* **Mr J Botten**
Chief Executive Officer, Telemedic Systems Inc.

* **Mr P Hobbs**
Chairman of the Learning from Experience Trust

* **Mr R Pannone**
Pannone and Partners, Solicitors

* **Mr P Riley**
Senior Manager, Zeneca Plc (retired)

* **Main Board members**

Financial Objectives

The Government Trading Funds Act 1973, as amended, lays upon the Minister responsible for each fund the financial objective of:

- managing the funded operations so that the revenue of the fund is not less than sufficient, taking one year with another, to meet outgoings which are properly chargeable to revenue account; and
- achieving such further financial objectives as the Treasury may from time to time, by minute laid before the House of Commons, indicate as having been determined by the responsible Minister (with Treasury concurrence) to be desirable of achievement.

The financial objectives of The Forensic Science Service are:

- to achieve an average annual return on capital employed (ROCE) on ordinary activities of at least 10-15% over a three year period;
- to achieve an efficiency gain of a minimum of 10% over a period of three years.

Treasury Direction

The accounts have been prepared in accordance with a direction given by the Treasury in pursuance of Section 4(6) (a) The Government Trading Funds Act 1973.

This is reproduced on page 37. The accounts have been audited by the Comptroller and Auditor General.

A Review of the Business Environment

The turnover achieved in 2001/02 was £128 million, an increase of 24.5% on the previous year. This growth was largely due to a greater demand in forensic science for DNA products and services, in part, a direct result of increased funding made available by the Government to support the wider use of DNA as an enabler to the achievement of crime reduction targets. Early indications are that demand for forensic science services will continue to grow into 2002/03.

The surplus for the year ended 31 March 2002 before dividends payable was £4.9 million, £3.5 million has been added to reserves. The Forensic Science Service has declared a dividend of £1.4 million representing an 8% return on Public Dividend Capital payable to the Home Office.

The increase in fixed assets reflects planned capital projects including the first phase of a key new Operational Management System to replace the existing legacy Work Management System.

The Forensic Science Service generated a return on capital employed of 12.9% against a target of 10%. The unit cost outturn delivered a 10% three year efficiency gain, this is after adjusting for in year costs, which were not relevant to the efficiency gain calculation.

There were no significant post balance sheet events.

Market Value of Land and Buildings

Land and buildings were professionally valued as at March 1998 in accordance with the Royal Institution of Chartered Surveyors guidance and were revalued by the use of relevant indices to their replacement cost as at 31 March 2002. Following the interim valuation in March 2001 there were no material differences between this valuation and the relevant indices which had been used for replacement cost statements.

Full valuations are planned to be undertaken in March 2003.

Fixed Assets

The movements in tangible fixed assets are shown in note 7 on page 32.

Audit Committee

The Audit Committee which reports to the Main Board is chaired by a non executive member of The Forensic Science Service and includes independent external and internal representatives. This Committee has responsibility for monitoring the application of audit throughout The Forensic Science Service, advising on the appointment and performance of Internal Audit, for monitoring the systems of internal control and to ensure procedures are in place for reviewing the effectiveness of those controls. The Committee may also advise on the application of corporate governance principles in The Forensic Science Service. The National Audit Office and Internal Audit are invited to attend Committee meetings.

Members of the Audit Committee:	Mr P Riley	Chairman
	Dr R K Bramley	Chief Scientist
	Mr P Hobbs	Non Executive Director
	Mr P Nagle	Head of Home Office Audit and Assurance Unit (Interim)

Dr D J Werrett Chief Executive, Mr R J Anthony Finance Director, and Mr M R Loveland Chief Operating Officer, attend meetings.

Development and Remuneration Committee

The Development and Remuneration Committee is chaired by a non executive member of The Forensic Science Service's Main Board and includes another non executive director and the Chief Executive. The Department is represented by The Director General, Policing and Crime Reduction Group. There are two external and independent ex-officio members with

remuneration expertise. The Committee reviews and makes recommendations on non executive directors' fees and expenses, the terms and conditions of the Chief Executive and the Executive Board; advises on The Forensic Science Service organisation, staff reward and recognition strategy; and advises on management and succession planning.

Members of the Development and Remuneration Committee:

Mr P Hobbs	Non Executive Director
Mr J Lyon	Director General, Policing and Crime Reduction Group and Advisory Board Chair
Mr P Riley	Non Executive Director
Dr D J Werrett	Chief Executive
Sir Leonard Peach	ex-officio
Mr D Battle	ex-officio

The Euro

The Forensic Science Service has representation on the Home Office Euro Steering Group. Currently we have assurances that our accounting systems are Euro compliant, and we will comply with Treasury and Home Office guidelines on any future implementation.

Supplier Payment Policy

The Forensic Science Service follows Government guidelines on the payment of supplier invoices and has adopted the better payment procedure code. Individuals and small company suppliers are paid within 30 days, larger suppliers are paid, wherever possible within their terms of sale, normally at the end of the month following the supply of goods and services.

The Forensic Science Service payment performance, calculated in accordance with Treasury Guidelines, was 97.3% against a target of 100%, (2000/01 96.5%).

Research and Development

The Forensic Science Service research and business development programme is critical to realising the potential of forensic science with customers and stakeholders. Through a comprehensive programme which focuses on the development of new products and services to more effectively detect crime and contribute to crime reduction, prevention and deterrence, The Forensic Science Service aims to maximise its contribution to the achievement of Government aims and objectives.

Recruitment

The Forensic Science Service is committed to policies that fully recognise the benefits of a diverse workforce and recruits staff on the basis of fair and open competition in accordance with the recruitment code laid down by the Civil Service Commissioners. This gives full and fair consideration to applications for employment regardless of candidates' ethnic origin, religious belief, gender, age, sexual orientation, disability or any other irrelevant factors.

412 Staff were recruited during 2001/02:		Female	Male
	Grades 6 and 7	0	3
	Scientific staff	172	100
	Administrative /support staff	87	50
	Total	259	153

Of the 412 staff recruited 50 were from ethnic minorities. Five of the staff recruited declared a disability.

There were 7 occasions when the permitted exceptions to the principles of fair and open competition were used. All of these were re-appointments of former civil servants.

Health and Safety

The Forensic Science Service is committed to assuring the health and safety of its staff, visitors, premises and equipment and has in place the appropriate organisational resource, processes, policies and audit mechanisms.

Communication

The Forensic Science Service has put in place a number of measures to ensure that it communicates effectively, regularly and professionally with both staff and customers, and these are kept under constant review.

The cascading of corporate information to staff and the mechanisms for reverse flow of views and information are constantly being improved. Staff contribute to and receive a monthly staff newspaper. They also receive a regular published briefing sheet containing both corporate and local information. News and information is also available on an expanding Intranet system.



Dr Dave Werrett
Chief Executive
3 July 2002

Statement of Trading Fund's and Accounting Officer's Responsibilities

Under Section 4(6) of the Government Trading Funds Act 1973, as amended, the Treasury has directed the Trading Fund to prepare a statement of accounts for each financial year in the form and on the basis set out in the Accounts Direction on page 37. The accounts are prepared on an accruals basis and must give a true and fair view of the Trading Fund's state of affairs at the year end and of its income and expenditure, total recognised gains and losses and cash flows for the financial year.

In preparing the accounts the Trading Fund is required to:

- observe the Accounts Direction issued by the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable Accounting Standards have been followed and disclose and explain any material departures in the accounts; and
- prepare the accounts on the going concern basis, unless it is inappropriate to presume that the Trading Fund will continue in operation.

The Treasury has appointed the Chief Executive of The Forensic Science Service as the Accounting Officer of the Trading Fund. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper records, are set out in the Framework Document, and the Accounting Officers' Memorandum, issued by the Treasury and published in "Government Accounting".

Statement on The System of Internal Control

I became the Accounting Officer for The Forensic Science Service on 24 October 2001. At that time I took stock of the Trading Fund's progress to achieving the requirements of the wider internal control statement. I can report that whilst The Forensic Science Service has not complied entirely with the requirements of DAO(GEN) 13/00 for the full year (see below) I am pleased that at least since I took over I can report full compliance. I am therefore able to make the following statement in this Annual Report.

As Accounting Officer for The Forensic Science Service, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Trading Fund's and Departmental policies, aims and objectives, set by the Department's Ministers, whilst safeguarding the public funds and Departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. Except as noted below, this process has been in place for the full year ended 31 March 2002 and up to the date of approval of the Annual Report and Accounts and accords with Treasury guidance.

As Accounting Officer, I also have the responsibility for reviewing the effectiveness of the system of internal control. The Trading Fund has established the following processes:

- an Executive Board which meets regularly. Since October 2001, the Executive Board conducts monthly business meetings to consider the performance and risk management of the Trading Fund and six weekly strategy meetings to consider longer term plans and strategic direction. The Executive Board comprises the executive directors of the Trading Fund. The non executive directors are invited and regularly attend the Executive Board meetings. In addition the Main Board meets at least four times a year to consider the strategic direction and governance of the Trading Fund. The Main Board comprises four executive directors and the four external independent non executive directors;
- periodic reports from the Chairman of the Audit Committee, to the Executive and Main Boards, concerning internal control;
- regular reports by Internal Audit, to standards defined in the Government Internal Audit Manual, which include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the Trading Fund's system of internal control together with recommendations for improvement;
- implementation of a robust prioritisation methodology based on risk ranking and cost benefit analysis;
- establishment of key performance and risk indicators;
- maintenance of an organisation-wide comprehensive risk register (since August 2001);
- regular reports from managers on the steps they are taking to manage risk in their areas of responsibility including progress reports on key projects (since October 2001);
- a regular programme of facilitated workshops to identify and keep up to date the record of risks facing the organisation (commencing October 2001);
- a programme of risk awareness training (commencing August 2001);
- reports from me to the Departmental Accounting Officer on the internal control activity of the Trading Fund;
- reports on the compliance with the principal recommendations in the Cabinet Office report "Successful IT: Modernising Government in Action".

My review of the effectiveness of the system of internal control is principally informed by the work of the internal auditors and the executive managers within the Trading Fund who have responsibility for the development and maintenance of the internal control framework. I also take into account comments made by the external auditors in their management letter and other reports.

For 2001/02 the Head of Internal Audit has reported to me in his annual report that "... The Forensic Science Service continues to have a sound framework of control that provides reasonable assurance regarding effective and efficient achievement of its objectives".

During 2001/02 I have also sought to establish a stronger framework for audit in providing pro-active support and advice to the management of The Forensic Science Service in identifying and managing risk. This will act as a further enhancement to the assurances I can already provide.

With this in mind I have expanded significantly the number of audit days available for internal audit and strengthened the audit of casework with a new casework audit team.

Within the statement I wish to draw attention to the one particular control issue which has impacted The Forensic Science Service during 2001/02. The problems which have existed within the Home Office Pay and Pensions Service (HOPPS) have been well documented. The Forensic Science Service has had significant problems with the complete and accurate payment of amounts due to staff as a result. This has affected the business. I have put in place resource and procedures to deal with these concerns and although I can report that this has not adversely affected this assurance, or the accuracy of the financial statements, the impact on staff morale and productivity has been considerable.



Dr Dave Werrett
Chief Executive
3 July 2002

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the financial statements on pages 26 to 36 under the Government Trading Funds Act 1973. These financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on page 29.

RESPECTIVE RESPONSIBILITIES OF THE FORENSIC SCIENCE SERVICE, THE CHIEF EXECUTIVE AND AUDITOR

As described on page 23, The Forensic Science Service and Chief Executive are responsible for the preparation of the financial statements in accordance with the Government Trading Funds Act 1973 and Treasury Directions made thereunder and for ensuring the regularity of financial transactions. The Forensic Science Service and Chief Executive are also responsible for the preparation of the other contents of the Annual Report. My responsibilities, as independent auditor, are established by statute and guided by the Auditing Practices Board and the auditing profession's ethical guidance.

I report my opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Government Trading Funds Act 1973 and Treasury Directions made thereunder, and whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report if, in my opinion, the Foreword is not consistent with the financial statements, if the Accounting Officer has not kept proper accounting records, or if I have not received all the information and explanations I require for my audit.

I read the other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. I consider the implications for my certificate if I become aware of any apparent mis-statements or material inconsistencies with the financial statements.

I review whether the statement on page 24 reflects the Service's compliance with the Treasury's guidance "Corporate Governance: Statement on the system of internal control". I report if it does not meet the requirements specified by the Treasury, or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements.

BASIS OF AUDIT OPINION

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgements made by The Forensic Science Service and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Service's circumstances consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements are free from material mis-statement, whether caused by error, or fraud or other irregularity and that, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I have also evaluated the overall adequacy of the presentation of information in the financial statements.

OPINION

In my opinion:

- the financial statements give a true and fair view of the state of affairs of The Forensic Science Service at 31 March 2002 and of the surplus, total recognised gains and losses and cash flows for the year then ended and have been properly prepared in accordance with the Government Trading Funds Act 1973 and directions made thereunder by Treasury; and
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I have no observations to make on these financial statements.

John Bourn
Comptroller and Auditor General
10 July 2002

National Audit Office
157-197 Buckingham Palace Road
Victoria, London SW1W 9SP

Income and Expenditure Account

for the year to 31 March 2002

	Notes	Year to 31 March 2002		Year to
		£'000s	£'000s	31 March 2001 £'000s
Income				
Income from activities	2		128,097	102,917
Expenditure				
Staff costs	3	68,958		55,893
Depreciation	7	5,252		4,184
Other operating charges	4	<u>47,962</u>		<u>38,252</u>
			<u>122,172</u>	<u>98,329</u>
Operating surplus			5,925	4,588
Interest receivable	5		163	356
Interest payable	6		(1,197)	(1,249)
Dividend payable			(1,438)	-
Retained surplus for the financial year	15		<u>3,453</u>	<u>3,695</u>

All income and expenditure is derived from continuing operating activities. There were no acquisitions during the year.

Statement of total recognised gains and losses for the year ended 31 March 2002

		Year to 31 March 2002 £'000s	Year to 31 March 2001 £'000s
Retained surplus for the financial year		3,453	3,695
Unrealised surplus on revaluation of tangible fixed assets	16	629	424
Total gains and losses recognised since last annual report		<u>4,082</u>	<u>4,119</u>

The notes on pages 29-36 form part of these accounts.

Balance Sheet

as at 31 March 2002

	Notes	31 March 2002		31 March 2001
		£'000s	£'000s	£'000s
Fixed assets				
Tangible assets	7		43,381	37,387
Current assets				
Stock and work in progress	8	5,430		4,584
Debtors	9	23,215		16,797
Cash on short term deposit	19	2,028		4,679
Cash at bank and in hand	19	10		10
		<u>30,683</u>		<u>26,070</u>
Creditors - amounts falling due within one year	10	(26,125)		(19,348)
Net current assets			<u>4,558</u>	<u>6,722</u>
Total assets less current liabilities			<u>47,939</u>	<u>44,109</u>
Financed by				
Creditors - amounts falling due after more than one year	11		2,248	1,685
Provisions				
Provisions for early retirement	12		278	146
Capital and reserves				
Public dividend capital	13		17,971	17,971
Long term loans	14		18,799	19,746
Income and expenditure account	15		7,305	3,852
Revaluation reserve	16		1,338	709
			<u>47,939</u>	<u>44,109</u>

Dr Dave Werrett
Chief Executive
3 July 2002

The notes on pages 29-36 form part of these accounts.

Cash Flow Statement

for the year to 31 March 2002

	Notes	Year to 31 March 2002		Year to 31 March 2001	
		£'000s	£'000s	£'000s	£'000s
Net cash inflow from operating activities	17		9,251		5,577
Returns on investment and servicing of finance					
Interest received		163		356	
Interest paid		<u>(1,197)</u>	(1,034)	<u>(1,249)</u>	(893)
Capital expenditure					
Payments to acquire tangible fixed assets		(11,241)		(10,684)	
Receipts from sale of tangible fixed assets		<u>54</u>		<u>21</u>	
Net cash outflow before financing			<u>(11,187)</u>		<u>(10,663)</u>
			(2,970)		(5,979)
Financing					
Repayments of loans	18		(6,427)		(4,408)
Additional loans	18		6,000		8,500
Decrease in cash	19		<u>(3,397)</u>		<u>(1,887)</u>

The notes on pages 29-36 form part of these accounts.

Notes to the accounts

1. Accounting policies

Accounting conventions

The accounts are prepared under the historical cost convention modified to include the revaluation of fixed assets. Without limiting the information given, the accounts meet the requirements of the Companies Act 1985, and the accounting standards issued and approved by the Accounting Standards Board, so far as those requirements are appropriate. They are in accordance with the Accounts Direction given by the Treasury, which is reproduced on page 37.

Revaluation and depreciation of fixed assets

Valuations of fixed assets are revised annually using appropriate indices published by the Central Statistical Office. Indices are first applied in the year of acquisition. Fixed assets are stated at valuation less accumulated depreciation. The minimum value for capitalisation is £1,000 for an asset or group of assets. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates estimated to write off the valuation of each asset evenly over its expected useful life, as follows:

Buildings:

Freehold	over 30 to 50 years as advised by Professional Valuers.
Leasehold	over the period of the lease term - Birmingham Laboratory 25 years remaining, London Laboratory 4 years remaining, Oldbury storage facility 16 years remaining, Norfolk House office accommodation 11 years remaining, Doranda Way archive store 12 years remaining and Trident Court 14 years remaining.
Laboratory equipment	over 10 years except microscopes which are over 20 years.
Office equipment	over 5 years.
Computer equipment	over 3 years.
Motor vehicles	over 5 years.

It is the intention to use professional valuations of land and buildings at least every five years in future, and the last valuation was carried out in March 1998. Four of the laboratories are held on the Home Office Departmental Estate and have been treated as freehold property in the accounts as The Forensic Science Service has all risk and reward of ownership. The Birmingham, Trident Court and London laboratories together with storage and office facilities are held on third party leases in respect of which tenants additions are included as a leasehold asset.

Stock and work in progress

Consumable stocks are valued at the lower of cost and net realisable value. Work in progress is valued at the lower of cost of professional time plus attributable laboratory overheads and net realisable value.

Operating leases

Rentals under operating leases are charged on a straight line basis over the lease term.

Research and development

Research and development expenditure is written off as incurred.

Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme. Contributions in respect of accruing superannuation liabilities, calculated at rates determined from time to time by the Treasury, are charged to the income and expenditure account in the year in which they fall due. Some staff may be retired early at the discretion of the Trading Fund. Relevant costs are provided for in the year in which the early retirement takes effect.

Value Added Tax

Commencing 1 April 1999 on the formation of the Trading Fund, The Forensic Science Service is accountable for VAT and transactions are duly recorded in line with Statement of Standard Accounting Practice No.5.

Vote

As a Trading Fund, The Forensic Science Service does not operate as part of the Home Office Vote.

Banking

Commencing 1 April 1999 The Forensic Science Service operates its banking arrangements as an autonomous organisation and is no longer part of the Home Office Cash Management Scheme.

2. Income

Income represents the invoiced amount of goods and services provided (net of value added tax) from the ordinary activities of the business. Total income is analysed between the main customer groups as follows:

	Year to 31 March 2002 £'000s	Year to 31 March 2001 £'000s
Police Authorities	116,685	92,290
Other Customers	8,980	9,951
Home Office	1,559	676
Other Operating Income	873	-
	<u>128,097</u>	<u>102,917</u>

3. Staff costs

	Year to 31 March 2002 £'000s	Year to 31 March 2001 £'000s
Wages & salaries	57,155	46,512
Social security costs	4,303	3,435
Other pension costs	7,500	5,946
	<u>68,958</u>	<u>55,893</u>

The emoluments (including bonus, taxable benefits and excluding pension contributions) of the Chief Executive were:

£89,762	£112,186
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The Chief Executive and Executive Board (excluding Mr C Bradley Information Systems Director and the Non Executive Directors) are all members of the Principal Civil Service Pension Scheme - see note 24.

The aggregate emoluments (excluding taxable benefits and pension contributions) paid to Executive Board members excluding the Chief Executive were:

£578,591	£581,266
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The range of salaries of board members, excluding the Chief Executive, are as follows:

	Number	Number
£ 0-£ 4,999	4	4
£15,000-£19,999	2	-
£55,000-£59,999	2	3
£60,000-£64,999	2	1
£65,000-£69,999	1	1
£70,000-£74,999	-	1
£85,000-£89,999	1	1
£125,000-£129,999	-	1
£140,000-£144,999	1	-

The average number of staff during the year was made up as follows:

Caseworkers and specialists	1,677	1,419
Management and support staff	736	623
	<u>2,413</u>	<u>2,042</u>

Salary and Pension Disclosure of Directors as at 31 March 2002

	Age	Salary including performance pay £k	Real increase in pension at 60 £k	Total accrued pension at 60 at 31 March 2002 £k
Dr D J Werrett	52	85-90	5-7.5	30-35
Dr J Thompson	60	55-60	0-2.5	35-40
Mr R J Anthony	41	85-90	0-2.5	5-10
Mr C Bradley	54	140-145	-	-
Mr K G Gilliver	54	15-20	0-2.5	0-5
Mr T H Howitt	54	65-70	0-2.5	25-30
Mr P Jones	54	55-60	0-2.5	20-25
Mr M R Loveland	58	60-65	0-2.5	30-35
Mr G Pugh	44	60-65	0-2.5	15-20
Dr P Twitchett	53	15-20	0-2.5	20-25

Dr J Thompson retired in October 2001, Mr K G Gilliver resigned July 2001 and Dr P Twitchett was appointed January 2002.

4. Other operating charges

This is stated after charging/(crediting) the following:

	Year to 31 March 2002 £'000s	Year to 31 March 2001 £'000s
Depreciation of tangible fixed assets	5,252	4,184
(Surplus)/deficit on disposal of tangible fixed assets	(8)	300
Revaluation surplus on land and buildings	(273)	(285)
Revaluation deficit on other tangible fixed assets	850	311
Staff travel and subsistence	1,800	1,266
Charges for hire of plant and machinery	516	520
Charges for operating leases	4,364	2,200
Research and development expenditure	3,670	3,173
Auditors' remuneration	62	58
Internal audit fee	47	69
Payroll services	277	317
Insurance	<u>327</u>	<u>280</u>

5. Interest receivable

Bank interest receivable	<u>163</u>	<u>356</u>
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6. Interest payable

On short term loans	69	40
On long term loans	<u>1,128</u>	<u>1,209</u>
	<u>1,197</u>	<u>1,249</u>

The interest payable on long term loans is based on:

- 1) 25 year fixed term rate of 4.75% on the initial Trading Fund Long Term Loan (1999) of £17,972k.
- 2) 4 year fixed term rate of 6.25% on Business Development Loan (2000) of £6,000k.
- 3) 4 year fixed term rate of 4.75% on Business Development Loan (2001) of £1,500k.

7. Tangible fixed assets

	Land & Buildings £'000s	Plant & Laboratory Equipment £'000s	Software and Office Equipment £'000s	Motor Vehicles £'000s	Total £'000s
Cost or Valuation:					
At 1 April 2001	25,697	18,905	11,071	787	56,460
Additions	2,952	2,100	6,119	70	11,241
Surplus/(deficit) on revaluation	912	220	(1,986)	-	(854)
Disposals	-	(274)	(87)	(260)	(621)
At 31 March 2002	29,561	20,951	15,117	597	66,226
Depreciation:					
At 1 April 2001	3,007	9,475	6,057	534	19,073
Provided during the year	1,211	1,646	2,297	98	5,252
(Surplus)/deficit on revaluation	115	113	(1,134)	-	(906)
Disposals	-	(260)	(86)	(228)	(574)
At 31 March 2002	4,333	10,974	7,134	404	22,845
Net Book Value at 31 March 2002	25,228	9,977	7,983	193	43,381
Net Book Value at 1 April 2001	22,690	9,430	5,014	253	37,387

The opening balance of furniture and fixtures included in Software and Office Equipment has been valued at £528k. Purchases of furniture and fittings in the year amounted to £311k. A write off representing depreciation of £234k has been deducted from these figures and charged to the income and expenditure account as an equivalent charge representing depreciation, giving a closing balance of £605k.

The net book value of land and buildings comprises:

Freehold	12,089
Short Leasehold	13,139
	<u>25,228</u>

8. Stock and work in progress

	31 March 2002 £'000s	31 March 2001 £'000s
Consumable stock	3,181	2,072
Work in progress	2,249	2,512
	<u>5,430</u>	<u>4,584</u>

9. Debtors

Trade debtors	21,592	15,605
Provision for bad and doubtful debts	(461)	(52)
Prepayments and accrued income	1,484	885
Advance funding of early retirement costs (note 25)	25	33
Other debtors	575	326
	<u>23,215</u>	<u>16,797</u>

10. Creditors - amounts falling due within one year

Bank overdraft representing unrepresented cheques	1,457	711
Government loans	2,448	1,928
Trade creditors	5,562	4,509
Accruals	10,177	6,244
Deferred income	2,642	2,763
Other creditors	3,839	3,193
	<u>26,125</u>	<u>19,348</u>

11. Creditors - amounts falling due after more than one year

Deferred income	<u>2,248</u>	<u>1,685</u>
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12. Provision for early retirement

Balance as at 1 April 2001	146	218
Early retirement payments charged to provision	(93)	(42)
Increase/(decrease) in provision	225	(30)
	<u>278</u>	<u>146</u>

13. Public dividend capital

Issued pursuant to the Government Trading Funds Act 1973.	<u>17,971</u>	<u>17,971</u>
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A dividend payable at a rate of 8% for the year ended 31 March 2002 has been declared.

14. Long term loans

Government loans, repayable by instalments and bearing interest at 4.75% and 6.25% per annum:

	31 March 2002 £'000s	31 March 2001 £'000s
Amounts repayable:		
Within 12 months (note 10)	2,448	1,928
Within 1-2 years	2,469	1,948
Within 2-5 years	2,046	2,975
After five years	14,284	14,823
	<u>18,799</u>	<u>19,746</u>
	<u>21,247</u>	<u>21,674</u>

15. Income and expenditure account

At 1 April 2001	3,852
Retained surplus for the year	3,453
At 31 March 2002	<u>7,305</u>

16. Revaluation reserve

At 1 April 2001	709
On surplus on revaluation of tangible fixed assets	629
At 31 March 2002	<u>1,338</u>

17. Reconciliation of operating surplus to net cash inflow from operating activities

	Year to 31 March 2002 £'000s	Year to 31 March 2001 £'000s
Operating surplus	5,925	4,588
Revaluation adjustment	577	26
Depreciation	5,252	4,184
(Surplus)/deficit on disposal of fixed assets	(8)	300
(Increase)/decrease in stock and work in progress	(846)	365
Increase in debtors	(6,426)	(3,224)
Increase/(decrease) in creditors and accruals	4,637	(620)
Movement in early retirement provision	132	(72)
Decrease in prepayment for early retirement costs	8	30
Net cash inflow from continuing operating activities	<u>9,251</u>	<u>5,577</u>

18. Reconciliation of net cash flow to movement in net debt

Decrease in cash in the period	(3,397)	(1,887)
Additional loans		
- Business Development Loan	(1,500)	(6,000)
- In year Working Capital Loan	(4,500)	(2,500)
Repayment of loans		
- Long Term Loan	427	408
- Business Development Loan	1,500	1,500
- Working Capital Loan	4,500	2,500
	<u>(2,970)</u>	<u>(5,979)</u>
Net debt at 1 April 2001	(17,696)	(11,717)
Net debt at 31 March 2002	<u>(20,666)</u>	<u>(17,696)</u>

19. Analysis of changes in net debt

	At 1 April 2001 £'000s	Cashflows £'000s	Other Non-cash movements £'000s	At 31 March 2002 £'000s
Cash on short term deposit	4,679	(2,651)	-	2,028
Cash in hand, at bank	10	-	-	10
Bank overdraft	(711)	(746)	-	(1,457)
	<u>3,978</u>	<u>(3,397)</u>	<u>-</u>	<u>581</u>
Debt due within one year	(1,928)	1,928	(2,448)	(2,448)
Debt due after one year	(19,746)	(1,501)	2,448	(18,799)
	<u>(17,696)</u>	<u>(2,970)</u>	<u>0</u>	<u>(20,666)</u>

20. Capital commitments

Contracted but not provided in the accounts

31 March 2002 £'000s	31 March 2001 £'000s
<u>3,948</u>	<u>2,390</u>

21. Operating leases

Commitments on operating leases for the next year are as follows:

Leases expiring:
In next year
In the second to fifth years
After the fifth year

31 March 2002		31 March 2001	
Land & Buildings £'000s	Other £'000s	Land & Buildings £'000s	Other £'000s
11	-	-	-
2,050	-	2,065	-
1,832	-	1,625	-
<u>3,893</u>	<u>-</u>	<u>3,690</u>	<u>-</u>

22. Contingent liabilities

There are no significant contingent liabilities.

23. Related party transactions

The Forensic Science Service is a Government Trading Fund of the Home Office. The Home Office is regarded as a related party. During the year, The Forensic Science Service has had a number of material transactions with the Department and with other entities with which the Department can influence operating policies, notably the Police Authorities of England and Wales together with the Metropolitan Police Service.

In addition, The Forensic Science Service has had material transactions with other Government Departments, being:

The Crown Prosecution Service,
H.M. Customs and Excise.

All transactions are on a commercial basis.

During the year, none of the Executive Board Directors or members of the key management staff have undertaken any material transactions with The Forensic Science Service.

24. Pensions

The employees of The Forensic Science Service are Civil Servants to whom the conditions of the Superannuation Acts 1965 and 1972 and subsequent amendments apply. The Principal Civil Service Pension Scheme is an unfunded multi-employer defined benefit scheme but The Forensic Science Service is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 1999. Details can be found in the resource accounts of the Cabinet Office; Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2001/02 employers' contributions of £7,500k were payable to The Principal Civil Service Pension Scheme (2000/01 £5,946k) at one of four rates in the range 12 to 18.5 per cent of pensionable pay, based on salary bands. Rates will remain the same for the next two years, subject to revalorisation of the salary bands. Employer contributions are to be reviewed every four years following a full scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

25. Early retirement

The Forensic Science Service also operates an Early Retirement Scheme which gives retirement benefits to certain qualifying employees. These benefits conform to the rules of the Principal Civil Service Pension Scheme. The Forensic Science Service bears the costs of these benefits until normal retiring age of the employees retired under the Early Retirement Scheme. The total pensions' liability up to normal retiring age in respect of each employee is charged to the Income and Expenditure Account in the year in which the employee takes early retirement and a provision for future pension payments is created. Pensions and related benefit payments to the retired employee until normal retiring age are then charged annually against the provision. As at 31 March 2002 The Forensic Science Service has a future Pension Provision of £277,530. Under rules announced by Treasury in November 1992, bodies may advance fund all or part of their outstanding pensions' liability at 31 March each year, by making lump sum payments to the Paymaster General's Office. The advance funding carried forward at 31 March 2002 was £25,272 and this sum is shown as a prepayment at the year end (note 9).

Under the Early Retirement Scheme The Forensic Science Service has made provision to cover future liabilities for annual compensation payments. Under the Central Government Early Retirement Scheme, 20% of the total cost has been provided for. The residual 80% is being funded by Central Government and charged to the Income and Expenditure Account when costs are incurred, as required by H.M. Treasury.

26. Performance measures

The key financial performance measures are:

- 1) managing the funded operations so that the revenue of the fund is not less than sufficient, taking one year with another, to meet outgoings which are properly chargeable to revenue account;
- 2) to achieve an annual return on capital employed (ROCE) on ordinary activities of at least 10-15% over a three year period;
- 3) to achieve an efficiency gain of a minimum of 10% over a period of three years.

The operating surplus was £5,925k (2000/01 £4,588k). The surplus represents a return on capital employed of 12.9% (2000/01 11.3%). A three year rolling efficiency gain of 10% was achieved in line with target, this is after adjusting for in year costs, which were not relevant to the efficiency gain calculation.

Accounts direction given by the Treasury in accordance with Section 4(6) (a) of the Government Trading Funds Act 1973

1. This direction applies to The Forensic Science Service Trading Fund.
2. The Forensic Science Service Trading Fund shall prepare accounts for the year ended 31 March 2002 in compliance with the accounting principles and disclosure requirements of the edition of *Trading Funds – Accounts Guidance* issued by HM Treasury (“the Guidance”) which is in force for 2001/02.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure, total recognised gains and losses, and cash flows of The Forensic Science Service Trading Fund, and of the state of affairs as at 31 March 2002.
4. Compliance with the requirements of the Guidance will, in all but exceptional circumstances, be necessary for the accounts to give a true and fair view. If, in these exceptional circumstances, compliance with the requirements of the Guidance is inconsistent with the requirement to give a true and fair view the requirements of the Guidance should be departed from only to the extent necessary to give a true and fair view. In such cases, informed and unbiased judgement should be used to devise an appropriate alternative treatment which should be consistent with both the economic characteristics of the circumstances concerned and the spirit of the Guidance. Any material departure from the Guidance should be discussed in the first instance with the Treasury.

David Loweth
Head of the Central Accountancy Team, Her Majesty's Treasury
18 February 2002

Treasury Minute dated 3 February 1999

1. Section 4(1) of the Government Trading Funds Act 1973 provides that a Trading Fund established under that Act shall be under the control and management of the responsible Minister and in discharge of his function in relation to the fund it shall be his duty:
 - (a) to manage the funded operations so that the revenue of the fund:
 - (i) consists primarily of receipts in respect of goods or services provided in the course of the funded operations, and
 - (ii) is not less than sufficient, taking one year with another, to meet outgoings which are properly chargeable to revenue account; and
 - (b) to achieve such further financial objectives as the Treasury may from time to time, by Minute laid before the House of Commons, indicate as having been determined by the responsible Minister (with Treasury concurrence) to be desirable of achievement.
2. The Trading Fund for The Forensic Science Service will be established on 1 April 1999 under The Forensic Science Service Trading Fund Order 1998 (SI 1998 No. 3197).
3. The Secretary of State for The Home Department, being the responsible Minister, has determined (with Treasury concurrence) that a further financial objective desirable of achievement by The Forensic Science Service Trading Fund for the period from 1 April 1999 to 31 March 2002 shall be to achieve a minimum return averaged over the period as a whole, of 10 per cent a year, in the form of a surplus on ordinary activities before interest expressed as a percentage of average capital employed. Capital employed shall equate to the total assets from which shall be deducted the total of the current liabilities.
4. Let a copy of this Minute be laid before the House of Commons pursuant to section 4(1)(b) of the Government Trading Funds Act 1973.

Code of Practice

1. The responsibilities and accountabilities of The Forensic Science Service staff and managers both to the Criminal Justice System and within the organisation are embraced within the following code of practice.
2. The Forensic Science Service expects its staff and managers to demonstrate the highest possible professional and personal standards and integrity by:

Personal Expertise - keeping their knowledge and skills up to date and confining their work and opinions to their own areas of competence and expertise;

Integrity of Evidence - ensuring, (as far as they are able) that the integrity of items of evidence submitted to them has not been compromised for example by contamination or mishandling, and the integrity is maintained while in the laboratory;

Scientific Examinations - taking on professional responsibility for determining the required examination and ensuring that what is submitted is sufficient for the examination to be scientifically acceptable and that the customer is aware of any limitations of the material he has supplied. Carrying out that examination by following agreed procedures using reliable methods and appropriate equipment and the skill, knowledge and judgement of the scientist;

Impartiality - by objectively considering the items of evidence for examination and ensuring that the conclusions based on these examinations are soundly based. Ensuring that opinions are placed into the context of the case as presented giving reasonable possible alternatives where appropriate dependent on the information supplied;

Advice and Reports - presenting their findings in accordance with the practice and rules on both confidentiality and disclosure, and in a way that can be understood by the appropriate person; reporting all relevant findings; and ensuring as far as possible that those involved in the criminal justice system are aware of the strengths of the evidence in the context of the case and any limitations;

Service Levels and Value for Money - taking full account of the service requirements, including timeliness, of customers; recognising a need for effective and efficient use of resources within the framework set by professional standards.

3. The Forensic Science Service expects its staff to work to this code throughout the justice process; investigation, assembly of case and court hearing. On its part The Forensic Science Service, through its managers, is committed to supporting the work of its forensic scientists by:

Personal Expertise

- Making clear its expectations of staff;
- Training its staff to develop and maintain personal skills, knowledge and competencies and ensuring that the level achieved is assessed;

Support for Scientific Examinations

- Setting standards of work and developing quality management systems that will ensure that the appropriate procedures, technical and otherwise are followed;
- Making available supporting information and any additional individual skills that are required;
- Conducting research and other work to ensure that procedures and methods are of an appropriate standard;
- Taking supportive remedial action when defects are identified;
- Providing a safe and healthy working environment;

Service Levels and Value for Money

- Providing the necessary systems, resources and information to support the work of forensic scientists in meeting service level and value for money requirements.

The Forensic Science Service

A national service delivered through regional laboratories at:

Chief Executive's Office/Birmingham Operational Headquarters and Forensic Science Laboratories

Priory House
Gooch Street North
Birmingham B5 6QQ
Telephone : 0121 607 6800
Facsimile : 0121 666 7327

Trident Court
2920 Solihull Parkway
Birmingham Business Park
Birmingham B37 7YN
Telephone : 0121 329 5200
Facsimile : 0121 788 3470

Corporate Office and London Forensic Science Laboratory

109 Lambeth Road
London SE1 7LP
Telephone : 020 7230 6700
Facsimile : 020 7230 6253

Chepstow Forensic Science Laboratory

Usk Road Chepstow
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