

Appendix 3 PSNI Action Plan

Recommendation	Accepted/ rejected	Action Plan	Responsibility
1 The chief officer team of PSNI should review the portfolios around crime to ensure that there are clear lines of accountability and a clear 'champion' for volume crime. (Para 1.4).	Accepted	A review of portfolio will accompany personnel changes within the chief officer team.	Chief Officer Team
2 The chief officer team of PSNI should conduct regular and formalised strategic planning with senior management in FSNI which then feeds into a more coordinated delivery of the forensic science service and to an SLA which has mechanisms to ensure that it is adhered to by both organizations. (Para 1.6)	Accepted	A bi-annual strategic planning meeting, under the chairmanship of the Deputy Chief Constable, is to be arranged with the senior management team of PSNI and FSNI.	DCC
3 PSNI should set up a properly resourced unit for fatal and serious vehicle crashes and collisions, to reflect the service that currently exists in Great Britain i.e. a dedicated crash and collision investigation unita sufficient number of roads policing staff should be adequately trained in collision investigation, commensurate with training provided in England and Wales and which follows the Association of Chief Police Officers (ACPO) manual of road death investigation. (Para 2.3)	Rejected	PSNI has considered a number of options to the investigation of fatal and serious road traffic collisions and has chosen an approach which will deliver a fully effective, professional service. Considerable investment has already been made with FSNI to develop the necessary scientific and technical expertise sufficient to meet the requirement.	
4 A much better resourced Submissions Unit should be put in place, which operates to a robust SLA and has a priority system which recognises the growing importance of volume crime. (Para 2.4)	Accepted	This is a complex recommendation which addresses the role of the Submissions Unit, the Service Level Agreement with FSNI and the priority given to volume crime submissions. As regards the resourcing of the submissions unit, a review of CSI and submissions procedures has begun which will address the present structure in which the submissions unit is headed by a Detective Inspector who holds joint responsibility for CSI and forensic submissions. The review will make recommendations	ACC Crime Ops

		<p>regarding that aspect of scientific support structure with a view to ensuring the unit is appropriately staffed and managed. The delegation of submissions to a local level, where a report is pending December 2005, will also require to be studied for its impact on the Unit.</p> <p>The Service Level Agreement is subject to annual review and the terms reflect the anticipated demands which will arise from PSNI. The existing SLA contains terms for dealing with both over and under capacity demand. Future reviews of the Agreement will detail more precisely the mechanisms for dealing with fluctuations in demand.</p> <p>The priority given to forensic submissions from volume crime incidents reflects the overall Service priorities and the resources available for processing demands from such incidents. The pilot of the delegation of forensic submissions to DCU level will be studied for it's application to this recommendation.</p> <p>The Volume Crime User Group has approved submissions policies and will have direct input into the contents of future SLA. A general Order (35/2005) Volume Crime Scene Attendance Procedures has been published and is available on the PoliceNet site.</p> <p>The Unit will require additional IT support in regard to casework management systems. Such a system is to be purchased within 2005/06 financial year and will be interfaced into the crime recording system.</p>	<p>Head of Scientific Support</p> <p>Head of Scientific Support</p> <p>Head of Scientific Support</p> <p>Head of Information Management</p>
<p>5 PSNI in co-operation with FSNI, should develop and deliver a bespoke forensic science training package. Comprehensive training for all operational staff should be improved as a matter of priority. (Para 2.6)</p>	<p>Accepted in modified form*.</p>	<p>PSNI has established a strategic forensic training group, reporting to the Head of Operational Development Programmes and head of Scientific Support. FSNI is represented on the Group. The Group will present a comprehensive forensic training programme for approval at chief officer level.</p>	<p>Chair forensic training group</p>

		<p>*A high quality, forensic awareness training package has recently been delivered by the Home Office Forensic Science Service, working in collaboration with ACPO and Centrex, and with direct input from PSNI. It is anticipated that this package will form the core of a number of training programmes identified through the training group.</p> <p>As a result of the work of the Group amendments have already been made to student officer and supervisor training programmes to enhance forensic awareness.</p>	Chair forensic training group
<p>6 An urgent review should be carried out of all critical policies. This should result in the production of a suite of comprehensive <u>corporate</u> policies readily available via the Service intranet site, which ensures that procedures are up to date and staff are fully aware of what is expected of them and mechanism are in place to ensure compliance. The areas in need of immediate attention are:</p> <p>6.1 Greater awareness of and compliance with existing policies on the management and co-ordination of crime scenes including who has primacy for forensic science, attendance and roles of attending specialists.</p> <p>6.2 Fatal and serious vehicle crashes and collisions investigation</p> <p>6.3 Role and authority of the Submissions Unit including clear guidance on submissions priorities</p> <p>6.4 Forensic science training and awareness for all operational staff</p> <p>6.5 Storage, retention and management of all property (including vehicles)</p> <p>6.6 Weeding and destruction of property.. (Para 2.13)</p>	Accepted	<p>6.1 General Order 47/04 and 48/04 both of which are available on PoliceNet set out the responsibilities of officers at serious crime scenes. Awareness and compliance issues will be addressed through supervisory officer training programmes, which have already commenced, and reviews of serious incidents undertaken by the Serious Crime Review Team.</p> <p>6.2 Is the responsibility of Roads policing</p> <p>6.3 Policy has been documented and is awaiting publication (see also recommendation 4)</p> <p>6.4 a comprehensive forensic awareness training strategy is in development and will be placed before the Chief officer's group for approval (see also recommendation 5)</p> <p>6.5/6.6 A memorandum of Understanding has recently been signed with FSNI regarding retention and storage of PSNI materials. Existing policies within scientific support are under review.</p> <p>The development of the property module within the records management system will assist with the management of property. Further work, outside the responsibility of scientific support, is required within DCU regarding provisions for the storage of property.</p> <p>Work is on-going to establish systems for the effective management of vehicles.</p>	<p>Head of SCRT</p> <p>D/Insp Scientific Support</p> <p>Chair forensic training group</p> <p>Head of Scientific Support</p> <p>ACC Operational Support</p> <p>Head of Scientific Support</p>
7 The proposed introduction of hard charging for all	Accepted	PSNI welcomes a move towards output based charging by FSNI	

products and services by FSNi provides an opportunity for PSNI to identify and develop policies and processes to achieve greater accountability in terms of submissions control and finances. (Para 3.2)		and acknowledges the greater transparency this will bring to the process. This recommendation cannot, however, be implemented by PSNI until FSNi identifies its' charging regime, refines its' product costs and begins to identify the process it wishes to develop for cost recovery. The delegated submissions exercise has already laid some of the ground work within PSNI for the implementation of this scheme.	Head of Scientific Support
8 The pilot sites for devolved forensic science budgets should be fully evaluated in light of the need to improve accountability for spend. It is also essential that the now-established Serious and Volume Crimes User Groups fully embrace their monitoring roles to ensure that non-performance issues under the SLA are actioned. (Para 3.4)	Accepted	The budget delegations exercise is now complete. The findings will be reported to the Volume Crime User Group for its consideration and will be presented at a workshop planned for November 2005. Non-conformance issues will be referred to the Serious and Volume Crime user Groups as appropriate.	Chair of Sub group Head of Scientific Support
9 Scientific support staff should be actively involved in raising the standard of accommodation to ensure that their needs are met in the long term. (Para 3.6)	Accepted	New accommodation has already been made available to Scientific Support staff in Mahon Road. Scientific Support is presently represented in the review of Crime Operations accommodation where the issue of the accommodation provision for the Fingerprint Bureau is under review. Scientific Support management is also engaged with Estates Services in reviewing CSI accommodation provided within DCU. (see also recommendation 19)	ACC Crime Ops Head of Scientific Support / Head of Estates Services
10 Matters concerning scientific support staff need to be acknowledged and resolved as a matter of priority either directly with the SSM, through a CSI working group, or alternatively via the Serious and Volume Crime User Groups. (Para 3.7)	Accepted	At the direction of ACC Crime Operations, a CSI working group has been established under the chairmanship of a senior detective officer. The group will report its' findings to ACC Crime Operations for implementation.	ACC Crime Operations
11 PSNI needs to ensure that there is a 'return on investment' on initiatives such as fingerprint training, with performance outputs being monitored. (Para 3.8)	Accepted	Performance data is now available to the Head of Scientific Support. The forensic training group will act as gatekeeper for the delivery of the training programme and will monitor the effectiveness of training provisions.	Chair forensic training group
12 PSNI should work with key stakeholders,	Accepted	A proposal has been forthcoming from the Analysis Centre for the	

particularly FSNI, to determine what databases are required, where they should be located and how access can be managed. (Para 3.9)		establishment of a persistent offenders linked crimes analysis unit (POLinCA). The Unit will merge and analyse data from forensic identifications (fingerprints, DNA, footwear marks, amongst others) with that from crime recording and other PSNI systems in order to provide comprehensive intelligence briefs to investigators.	Director Analysis Centre
<p>13 Regular joint planning should be conducted with the leadership of FSNI, which should focus on:</p> <ul style="list-style-type: none"> • Developing an improved SLA with a mechanism to ensure compliance • Clarifying policy and practices in relation to the role and attendance of FSNI scientists at crime scenes • Improving the submissions processes for forensic science property including continuity of evidence and introduction of hard charging by FSNI • Providing an improved service in relation to fatal and serious road traffic crashes and collisions • Improving the coordination and delivery of the fingerprints service • Managing responsibility and access to existing and new forensic science databases • Realising the benefits of IT enhancements in FSNI including the introduction of a single point of contact in FSNI <p>(Para 4.2)</p>	Accepted	<p>PSNI and FSNI are now engaged in joint planning in a number of forum including ; the Volume Crime user Group, under the chairmanship of ACC Rural, the Serious Crime User Group, under the chairmanship of ACC Crime Operations, the Forensic Science Steering Group, under the chairmanship of the NIO and a proposed high level strategic group which will be chaired by the Deputy Chief Constable. In addition, to facilitate the development of FSNI's accommodation strategy, PSNI has recently produced a strategic assessment of it's future demands for forensic support and has entered into a Corporate Understanding with FSNI regarding the future provision of forensic science support. Issues relating to the quality of submissions are addressed within a joint Quality Group which meets on a monthly basis and FSNI now receives weekly updates on PSNI casework priorities.</p> <p>These groups provide a comprehensive basis through which the issues raised in this recommendation can be addressed.</p> <p>(See also recommendations 3, 7,12)</p>	DCC, ACC Crime Ops, ACC Rural
14 A formal protocol should be agreed between the State Pathologist's Department and PSNI. (Para 4.4)	Accepted	Consultation will be undertaken with the State Pathologist's Department and other stakeholders regarding the establishment of a protocol.	Head of Serious Crime Branch
15 PSNI should participate in a pathology forum. (Para 4.4)	Accepted	Consultation will be undertaken with the State Pathologist's Department and other stakeholders regarding the establishment of a forum.	Head of Serious Crime Branch
16 A proposed training strategy should include	Accepted	Registration with the Council for the Registration of Forensic	

provision for scientific support staff to be registered by the Council for the Registration of Forensic Practitioners. (Para 5.3)		Practitioners is already encouraged by the SSM. Financial provision has been made to cover the costs of individual registrations. From April 2005 all newly appointed CSI are required to achieve registration with CRFP within 3 years of appointment. Registration with CRFP will increasingly be used as an essential criteria for first line supervisory positions.	Head of Scientific Support
17 A review of the out of hours service and geographical coverage should be conducted. The review should include remuneration and terms and conditions of employment for scientific support staff. (Para 5.4)	Accepted	The terms and conditions form part of the terms of reference under which the CSI review group has been formulated. It will be further informed by work commissioned from Lanner Consultants who provide a package recommended by the Police Standards Unit for the review of scientific support services and procedures. (See also recommendation 22)	Head of Scientific Support
18 Improved communication should be established between the SSM and scientific support staff including more effective line management arrangements. (Para 5.6)	Accepted	A communications policy has been developed for the Branch which sets out the means by which information will be communicated to staff. A quarterly bulletin is issued to all staff which highlights branch issues and achievements. A recognition/commendation scheme at a local level has been proposed to ACC Crime Operations. The SSM has commenced a programme of regular visits to CSI offices and has briefed staff on the scientific support strategy. A scientific support site within PoliceNet has been developed to which bulletins, professional information, etc are appended.	Head of Scientific Support
19 Senior Branch managers should reassess the physical location of some CSI bases, in consultation with the relevant DCU commanders, via the Volume Crime User Group, to deliver more effective and efficient CSI working across the Service as a whole. (Para 5.7).	Accepted	A review programme, involving consultancy support as noted above (recommendation 17) is underway. The programme will provide a data model based on which the effectiveness of CSI locations can be evaluated. The outcome will be fully considered within Crime Operations and by DCU Commanders.	Head of Scientific Support
20 Continued monitoring and action on quality control and continuity of evidence issues is necessary to ensure that trends and patterns within the Service are identified and actioned. (Para 6.2)	Accepted	A regular monthly quality monitoring meeting has been established with FSNI. Scientific Support is represented by the D/Insp in charge of forensic submissions. Outcomes from serious crime reviews are examined for trends and officers advised appropriately. Any non-conformances in serious crime investigations are immediately advised by FSNI.	D/Insp Scientific Support
21 When the single point of contact is introduced in	Accepted	FSNI must ensure that PSNI is advised of plans for the operation	Head of

FSNI, it is important that this information and the anticipated benefits is circulated within the Service. (Para 6.3)		of the scheme at the earliest opportunity.	Scientific Support
22 There remains a need for the Service to develop process-mapping capability and to become much more pro-active in this area. (Para 6.4)	Accepted	Scoping exercises which have been undertaken in regard to IT developments within Scientific Support have already provided much process mapping. A consultancy group, recommended to all forces by the Police Standards Unit, has been engaged to develop process simulation models which will then be used to investigate alternative methods of working. It is anticipated that the initial findings will be presented at a seminar planned for November 2005. The final outcome from the work will be presented to the SSM in early 2006.	Head of Scientific Support
23 Exhibits and samples should be correctly packaged and labelled as any errors will result in delays. (Para 6.5)	Accepted	The PSNI/FSNI quality group meeting as noted above will assist with the identification of these issues. The delegated submissions exercise has also assisted with the development of knowledge at a local level regarding packaging requirements. Changes to training programmes, including competency assessment, as noted at 5 above, will provide additional input regarding the collection and preparation of items for scientific examination.	D/Insp Scientific Support Chair forensic training group
24 A common numbering and identification system, in barcode format and easily scanned, should be agreed and introduced by both PSNI and FSNI. (Para 6.7)	Accepted	The introduction of a new property management system within PSNI which will include exhibit tracking facilities will highlight this issue. Exploratory work has already acknowledged the FSNI exhibit management processes.	ACC Operational Support
25 The SLA between the Scientific Support Branch and DCUs needs to be improved. (Para 7.6).	Accepted	This recommendation will be progressed via the Volume Crime User Group. Revised draft SLA will be laid before the Group meeting in December 2005.	Head of Scientific Support