

	<b>HMIC Recommendation</b>	<b>CMRT Response</b>	<b>Action By</b>	<b>Target Timescale</b>
<b>1</b>	HMIC recommends that the SCRO over management structure be reformed as part of repositioning SCRO within a new Crime and Police Services arrangement. (paragraph 2.7)	The CMRT supports the reform of the over management structure and suggests a suitable arrangement as part of a revised model for fingerprint service in Scotland and as an interim measure.	SCRO Executive Committee	Early consideration of structural options submitted by CMRT.
<b>2</b>	HMIC recommends that the post and role of quality assurance officer and training officer be separated. (paragraph 2.12.1)	Recognised by SCRO and approval given to restructure Training Officer, which is now in progress (Section 13.7)	SCRO	December 2000
<b>3</b>	HMIC recommends that a centralised model for a national fingerprint service be considered. (paragraph 2.15.11)	CMRT have provided different models for delivering a fingerprint service for Scotland. The Review Team's favoured option would also be the most challenging to deliver (Chapter 15)	SCRO Executive Committee	Early decision required to preferred model required and period of implementation
<b>4</b>	HMIC recommends that the APRT scope demands now and into the near future determine the staff levels required. The exercise should include maximising the value that fingerprint evidence has for the prevention and detection of crime and taking full account of available and emerging technological advances. (paragraph 3.1.8)	Scoping exercises carried out by CMRT using scientifically based formula related to crime levels	APRG SCRO Executive Committee	Complete Scoping study contained within CMRT Report
<b>5</b>	HMIC supports the move towards a competency-based standard for expert qualification, and recommends early progress towards this goal. (paragraph 3.5.3)	CMRT supports a review of the criteria for registration as an expert based on evidence competencies.(Section 13.7)	ACPOS Crime Standing Committee The Scottish Executive	April 2001
<b>6</b>	HMIC recommends that the concept of "authorisation" needs further consideration. (paragraph 3.5.5)	CMRT supports a review of the criteria for registration as an expert based on evidence competencies.	ACPOS Crime Standing Committee The Scottish Executive	April 2001
<b>7</b>	HMIC recommends that a protocol is agreed between SCRO and forces to ensure that consideration is given during the planning stages of operations and initiatives, to manage the impact these can have on SCRO. (paragraph 3.10.1)	CMRT supports the agreement of such a protocol to ensure correspondence the President of ACPOS has as the Crime Standing Committee to progress the matter.	ACPOS Crime Standing Committee	Early implementation

Note:- Paragraph numbers in the HMIC column refer to the Primary Inspection Report of SCRO Fingerprint Bureau, while those in the CMRT column refer to this report.

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<b><u>8</u></b>	HMIC recommends a review of current locations of AFR terminals in Scotland with a view to securing improved access. (paragraph 3.12.2)	Long term location is dependent on structure adopted. In the interim period CMRT favour a workstation being available in each bureaux.	SCRO Executive Committee	Early decision on CMRT's findings with a view to implementation by April 2001
<b><u>9</u></b>	HMIC recommends that action is taken to secure data which informs management of sickness absence levels in a manner which can be used to monitor trends, set targets and manage sickness absence. (paragraph 4.7.8)	SCRO is utilising the monitoring system of Strathclyde Police to secure this information ( Section 13.6) Future provision of this support is a matter for ongoing review.	SCRO	Partially addressed.
<b><u>10</u></b>	HMIC recommends that a strategy is introduced for staff within all fingerprint bureaux and identification branches to offer staff support and to assist in the detection and prevention of stress related illness resulting in absence from work. (paragraph 4.8.2)	SCRO will make full use of the facilities of Strathclyde Police's Occupational Health and Welfare Unit. Future provision of this support is a matter for ongoing review All forces require to ensure this recommendation is addressed.	SCRO  ACPOS	Partially completed.  Early attention.
<b><u>11</u></b>	HMIC repeats the recommendation made by consultants in June 1999, that an improved automated system of case tracking should be introduced as part of a new office management system at SCRO. (paragraph 5.8.11)	SCRO are investigating suitable packages with an understanding of the necessary criteria	SCRO	System specified and selected by December 2000.  Implementation by April 2001
<b><u>12</u></b>	HMIC recommends the production of a national Guidance Manual on Fingerprint Standards and Procedures to be issued to all fingerprint staff. (paragraph 5.11.3)	Work by 8FSG underway	8FSG	Completed by October 2001
<b><u>13</u></b>	HMIC recommends the establishment of a national policy which encapsulates an independent review process to deal with all erroneous and disputed fingerprint identifications. (paragraph 5.20.4)	Matter to be developed by 8FSG	8FSG	April 2001
<b><u>14</u></b>	HMIC recommends that the external provision and management of competency testing for experts is an aspect that the APRT needs to pursue with vigour to seek an early, sustainable and defensible programme. (paragraph 6.5.3)	CMRT supports the external provision of competency testing. SCRO have already contracted to have testing undertaken in January 2001. Issue is supported by all force representatives on the 8FSG.	SCRO Executive Committee  ACPOS	Completed by January 2001  Commitment by December 2000

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<b><u>15</u></b>	HMIC recommends that managing the change to a non-numeric standard should be addressed at a very early point by the APRT (paragraph 6.9.3)	CMRT supports the move towards a non-numeric standard. This is a significant change which would require a project management approach to implementation.	ACPOS Crime Standing Committee	Early consideration being given by 8FSG. Implementation date to be determined following initial work of a Project Board
<b><u>16</u></b>	HMIC recommends that the important area of court presentation skills be given a new impetus. (paragraph 6.9.3)	Early consideration by the 8FSG. Detailed development to be undertaken by creation of a Training Forum of the 8FSG.	8FSG	Develop Best Practise document by October 2001
<b><u>17</u></b>	HMIC recommends that regular refresher training should be incorporated into a national training standard for fingerprint experts to ensure that expertise is maintained at the highest level taking account of developments in theory and technology. (paragraph 7.5.4)	Early consideration by the 8FSG. Detailed development to be undertaken by the Training Forum of the 8FSG.	8FSG	Develop Best Practise document by October 2001
<b><u>18</u></b>	HMIC recommends that a specific effort be made to bring the weeding up to date. (paragraph 8.4.2)	SCRO have been given authority to employ 6 temporary clerical staff to specifically address this issue	SCRO	Completion by October 2002
<b><u>19</u></b>	HMIC recommends that all fingerprint experts within the SCRO Fingerprint Bureau should undergo competency testing provided and managed by an external provider as soon as possible. (paragraph 8.8.3)	SCRO have already contracted to have testing undertaken in January 2001.	SCRO Executive Committee	Completed by January 2001
<b><u>20</u></b>	HMIC recommends that a common procedure, subject to validation by an external body, be put in place in all fingerprint bureaux to deal with failure in the course of competency testing. (paragraph 8.9.1)	Priority consideration by the 8FSG to address this matter	8FSG	December 2000
<b><u>21</u></b>	HMIC recommends that a review is undertaken of the current authorisation process with a view to establishing a competency based qualification for expert status. (paragraph 8.11.5)	CMRT supports a review of the criteria for registration as an expert based on evidenced competencies.	ACPOS Crime Standing Committee  The Scottish	April 2001

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<b><u>22</u></b>	HMIC recommends that the APRT give early attention to establishing a corporate identity for SCRO. (paragraph 8.12.4)	The relocation of SCRO to Pacific Quay begins a process of separation and independence. The national structure which emerges will be the determining factor in the establishment of a corporate identity, and will inform deliberations on a change of name for the organisation	SCRO Executive Committee	In line with decisions on structure.
<b><u>23</u></b>	HMIC recommends that practices be reviewed with a view to introducing a system which increases the independence within the identification/verification process. (paragraph 8.15.2)	CMRT supports this approach and provides a basis for new practices to be developed by the 8FSG as a priority.	8FSG	April 2001
<b><u>24</u></b>	HMIC recommends that the SCRO fingerprint bureau liaises with the ACPOS working group on ECHR, particularly in relation to its development of a manual on standards and procedures. (paragraph 8.17.2)	SCRO have consulted with this group and have developed self assessment package used by all Scottish forces.	SCRO	Partially Complete
<b><u>25</u></b>	HMIC recommends that the APRT look closely at the development of the National Council for Registration of Forensic Practitioners and give consideration as to how Scotland can capitalise on this new Council. (paragraph 8.19.5)	CMRT supports the view that CRFP registration should be pursued as a matter of urgency by all fingerprint bureaux when it becomes available	ACPOS Crime Standing Committee	December 2000

	<b><u>HMIC Suggestion</u></b>	<b><u>CMRT Response</u></b>	<b><u>Action By</u></b>	<b><u>Target Timescale</u></b>
<b><u>1</u></b>	HMIC recognises that the recommendations and suggestions in this report go beyond the remit of SCRO Executive Committee and, if accepted, impact on all Police Forces, The Scottish Executive and other areas of the criminal justice system. It would be helpful if a single reference point had the responsibility to consider the issues in the first instance and as the APRT has been established HMIC, mindful of the responsibility of other stakeholders, suggests that this group is uniquely placed to undertake that role. (paragraph xvi)	Change Management Review Team formed to conduct scrutiny and provide this report.  Project Board and Project Management Team established to co-ordinate and develop the response of the SCRO Executive Committee.	SCRO Executive Committee	Partially completed by compilation of this report.  The Project Management Team should have made significant progress on all recommendations and suggestions by April 2001
<b><u>2</u></b>	In essence the job description (Director, SCRO) does not reflect the legal position and requires emendation and HMIC suggests this be done. (paragraph 2.5.7)	Already addressed by the Director of SCRO.	SCRO	Complete
<b><u>3</u></b>	HMIC suggests that new service level agreements between SCRO and the eight Scottish forces are progressed by the APRT. (paragraph 2.6.6)	For early consideration by the 8FSG	8FSG	To allow for movement towards a new structure October 2001
<b><u>4</u></b>	HMIC suggests that the number of training staff required be addressed by the APRT, taking account of the structures and functionality put in place. (paragraph 2.12.1)	Outcome depends on chosen structural model. Training Forum of 8FSG to give early consideration of training needs of all fingerprint bureaux.	8FSG	October 2001
<b><u>5</u></b>	There is a need to debate the appropriateness of the dual role of some fingerprint experts. HMIC suggests this issue should be part of the APRT review. As part of that review the issue of whether police officers, into the future, should be trained as fingerprint experts or the whole cadre of experts be comprised wholly from support staff should be addressed. (paragraph 2.15.6)	CMRT believes that the appropriateness of the dual role is significantly linked to structure. Consequently, its future use is dependant on the structure adopted.  CMRT suggests that the training of police officers as fingerprint experts is no longer appropriate.	SCRO Executive Committee  ACPOS	Early consideration of CMRT views.

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<b><u>6</u></b>	HMIC suggests that a resource audit is undertaken to determine the appropriate number of AFR terminals for Scotland. (paragraph 3.12.2)	Appropriateness of number and location is dependent on the structure adopted. In the interim period CMRT favour a workstation being available in each bureaux.	SCRO Executive Committee	Interim development by April 2001
<b><u>7</u></b>	HMIC suggests that the Crown Office guidance on who can take fingerprints receives renewed attention by all Forces. (paragraph 3.14.4)	CMRT recognises the need for forces to reflect on the views of HMIC	ACPOS Crime Standing Committee	Early consideration of HMIC's views
<b><u>8</u></b>	HMIC suggests that mark to mark searching on AFR is an issue that the APRT needs to consider in scoping the resources and equipment needed to provide an efficient and effective service. (paragraph 5.3.12)	CMRT have incorporated this issue in the structural modelling exercise and would support the full use of AFR facilities. In the interim, progress could be made by locating an AFR workstation in each fingerprint bureau.	SCRO Executive Committee  ACPOS Crime Standing Committee	SCRO with suitable structural progress October 2001
<b><u>9</u></b>	HMIC suggests that the policy of taking fingerprints from all persons where the law allows be pursued with vigour as this offers a singular opportunity to prevent and detect crime. (paragraph 5.4.7)	CMRT supports this policy	ACPOS Crime Standing Committee	October 2001 subject to progress on chosen structure
<b><u>10</u></b>	HMIC would support SCRO in highlighting the importance of submitting elimination prints as a matter of routine and suggests that the setting of targets in this respect may assist. (paragraph 5.15.3)	CMRT supports the practice of submitting the fullest possible number of elimination prints. 8FSG should consider the matter of target setting as part of a wider review of performance indicators.	8FSG  ACPOS Crime Standing Committee	Revised policy to be based on targets set by 8FSG Implementation by April 2001
<b><u>11</u></b>	HMIC suggests that all staff involved in fingerprinting in Scotland require greater awareness of Section 19 to eliminate the confusion which currently exists in this area. (paragraph 5.18.6)	CMRT research has identified this is a wider issue requiring the co-operation of Crown Office and the Procurator Fiscal Service to progress. It is suggested that ACPOS (Crime) seeks the support of the Crown Agent while forces raise the issue as part of their routine liaison with Procurators Fiscal.	ACPOS Crime Standing Committee  ACPOS	Early consideration of these matters
<b><u>12</u></b>	HMIC suggests that the Council for the Registration of Forensic Practitioners may provide a suitable reference point for benchmarking the policy and the independent review process to deal with disputed and erroneous fingerprint identifications. (paragraph 5.20.5)	While CRFP have indicated this is not a role they consider appropriate for themselves at this time, CMRT supports the need for a clear policy on this matter which will be developed by the 8FSG.	8FSG	April 2001

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<b><u>13</u></b>	HMIC suggests that all bureaux agree common Quality Assurance processes using the co-ordinating influence of the Council for the Registration of Forensic Practitioners (paragraph 6.3.4)	While this is not a role considered appropriate by CRFP, the CMRT supports the view that there is a need for the development of national processes. Current development of ISO9002 by SCRO will lead to accreditation by December 2000.	8FSG	October 2001
<b><u>14</u></b>	HMIC suggests that "blind trials" are another tool that is worthy of consideration. (paragraph 6.6.1)	CMRT accepts that blind trials can be a useful quality assurance tool, however, considers that the range of other quality assurance measures proposed should be given priority.	ACPOS Crime Standing Committee	Early consideration of HMIC's suggestion and CMRT view.
<b><u>15</u></b>	HMIC suggests that the APRT give the issue of gathering common statistical performance information early attention. (paragraph 6.7.5)	Early consideration by 8FSG. SCRO to consider in terms of OMS specification.	8FSG ACPOS Crime Standing Committee	Implemented by April 2001
<b><u>16</u></b>	HMIC suggests a strategic re-assessment of how training is delivered is necessary and should be undertaken by the APRT. (paragraph 7.2.8)	SCRO now procuring all national training from NTC Durham Training Forum of 8FSG to review training needs for all bureaux.	8FSG	Detailed proposals by October 2001
<b><u>17</u></b>	HMIC suggests that where the exigencies of workloads permit, liaison and networking with staff from other bureaux should be encouraged among all fingerprint staff. (paragraph 8.13.4)	Move of all SCRO national training to NTC Durham is of value as is the development of the 8FSG. 8FSG to consider development of the process.	ACPOS Crime Standing Committee  8FSG	Ongoing review
<b><u>18</u></b>	HMIC suggests that SCRO, in the development of its corporate identity, address the need for a more open and transparent culture within the organisation as a whole. (paragraph 8.14.2)	Move to Pacific Quay is an important first step. Development will depend on structural model chosen, and thereafter consideration of a change of name.	SCRO Executive Committee	Ongoing review
<b><u>19</u></b>	HMIC suggests that the adoption of a code of ethics should be an integral part of the change proposed for SCRO. (paragraph 8.18.1)	Early consideration by 8FSG as a priority issue.	8FSG	December 2000
<b><u>20</u></b>	HMIC suggests that SCRO develops a general media policy and appoints a media liaison officer as part of the corporate identity project recommended in paragraph 8.12.4. (paragraph 8.20.1)	The role of the media requires to be embraced by all organisations. The involvement of SCRO is comparatively rare and it is suggested that such advice and assistance is outsourced as appropriate to the chosen structure.	SCRO Executive Committee  SCRO	October 2001

