

SUMMARY OF FINDINGS

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| 1 | Consideration should be given to the leasing of a further AFR workstation which would then allow all fingerprint bureaux to have direct access to this technology. (5.5.4) |
| 2 | There is scope for forces to review, in conjunction with SCRO, their Livescan locations to ensure optimal use is being made of this valuable resource. (5.5.7) |
| 3 | The situation of an SCRO fingerprint expert representing Strathclyde Police and Strathclyde Fire Brigade personnel on union duties should be resolved. (5.7.5) |
| 4 | The 8-Force Standard Working Group (8FSG) should be the forum for the development and co-ordination of national standards across fingerprint bureaux in Scotland. (7.7.1) |
| 5 | Despite a number of reviews of SCRO, containing elements of commonality in their findings, there has been limited resulting action. (7.8.1) |
| 6 | In the short to medium term in the absence of a proper legislative footing for Common Police Services, it is vital that a clear distinction is maintained between SCRO and Strathclyde Police. (13.3.4) |
| 7 | The strengths of the various bureaux should be utilised fully, drawing on individual skills and aptitudes, in order to produce a National Guidance Manual on Fingerprint Standards and Procedures. The manual should be a dynamic document produced in a form which will facilitate this. (13.4.3 - 5) |
| 8 | SCRO is now working to ensure its current processes are compatible with the thrust of human rights legislation. There would be value in SCRO sharing its experience with other bureaux. (13.4.6) |
| 9 | The identification process should be approached in as independent a manner as possible, maintaining the integrity of the process by separating the identification process from the verification process. (13.4.13) |
| 10 | Notes should be made by fingerprint experts while undertaking the identification process. (13.4.13) |
| 11 | Where there is an element of doubt due to the quality of the mark, elimination prints should be subjected to the same identification process as suspect prints. (13.4.15) |
| 12 | The 8FSG should consider the use by bureaux of different searches on AFR, e.g. mark to mark. (13.4.16) |
| 13 | Fingerprint bureaux should maintain accurate records of the level of elimination print submission and set targets to raise levels. (13.4.22) |
| 14 | The future structure of fingerprint delivery in Scotland will dictate the future of the dual role, fingerprint officer/SOCO. (13.4.31) |
| 15 | Those currently employed in the fingerprint officer/SOCO dual role should not conduct both roles in the same case, to ensure that independence and integrity is preserved. (13.4.31) |
| 16 | Police fingerprint officers should be phased out and replaced by support staff (13.4.32). |
| 17 | It is clearly good practice for there to be consensus on both sides, of the level of support SCRO can provide for the period of any force initiative or operation without affecting its ability to provide agreed service levels to all forces. (13.4.34). |

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| 18 | Section 19 of the Criminal Procedure (Scotland) Act 1995 outlines the authority to take fingerprints. It is the opinion of Crown Counsel that this currently extends to support staff, but a suitable amendment would remove the reliance on this more challengeable interpretation. In the absence of amended legislation, however, it is important for forces to clarify their position. (13.4.36) |
| 19 | Forces should engage in dialogue with Procurators Fiscal and ACPOS Crime Standing Committee with Crown Office to gain acceptance of the provisions of Section 19 of the Criminal Procedure (Scotland) Act 1995, in respect of the re-taking of fingerprints (and other samples) where those initially taken were insufficient or deficient for the purposes of analysis. (13.4.40) |
| 20 | SCRO should adopt a project management approach to the design and procurement of an office management system. (13.5.5) |
| 21 | SCRO should change their case envelope to match current needs. This should be in a format suitable to all Scottish forces. (Section 13.5.10) |
| 22 | Scottish forces should source their own fingerprint forms which should remain in a format under the control of SCRO. (13.5.12) |
| 23 | Consideration should be given to development of the CHS as a priority, to allow for the automatic generation of the fingerprint weeding list. (13.5.15) |
| 24 | Media support should be outsourced in a way which allows responsiveness and flexibility. (13.5.18) |
| 25 | A slight variation in the way SCRO processes its absence notifications has allowed it to take advantage of Strathclyde Police's computerised monitoring system. (13.6.3) |
| 26 | It is suggested that ACPOS Crime Standing Committee offers competency based criteria to the Scottish Executive in respect of the requirements for registration as an 'expert' and formalise the application process, producing evidence of competency. (13.7.9 and 13.7.14) |
| 27 | ACPOS Crime Standing Committee should progress registration of all fingerprint experts with the CRFP. It is suggested that registration with the Council for the Registration of Forensic Practitioners becomes a prerequisite of listing on the Scottish Executive Register of Expert Witnesses in respect of fingerprint examiners. (13.7.17 and 13.10.10) |
| 28 | In SCRO the dual role of quality assurance and training officer is to be separated with the advertisement of the training post in compliance with HMIC's recommendations. (13.7.20 and 13.9.16) |
| 29 | In SCRO the training officer's role should be more of a management role with responsibility for overseeing the diverse training needs, monitoring the quality of training and developing specific courses as necessary. (13.7.21) |
| 30 | SCRO fingerprint staff should attend the National and Expert Courses at NTC, Durham, to achieve external validation. SCRO should enter into dialogue with training staff at Durham to ensure courses are tailored to Scottish needs. (13.7.22 and 13.7.24) |
| 31 | SCRO should exercise its prerogative as a purchaser of training and scope the market to ensure they attain the best training available in terms of quality and value for money. Training needs should be projected annually. (13.7.29 and 13.7.31) |

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| 32 | The 8FSG should consider the structure and content of continuous professional development (CPD) for fingerprint experts. (13.7.32–35) |
| 33 | Fingerprint experts should disclose to the Procurator Fiscal details of all their case findings including marks eliminated and marks outstanding. (13.7.38) |
| 34 | Fingerprint experts who make an identification or verification should remain the witnesses in the event of a court case as this ensures accountability, which is core to the identification process. (13.7.40) |
| 35 | The Training Forum of the 8FSG should consider the various approaches adopted to court presentation and seek standardisation and best practice. (13.7.45) |
| 36 | Fingerprint experts should undergo externally provided competency tests. The 8FSG is developing a protocol to deal with the attendant issues. (13.8.12 and 13.8.13) |
| 37 | SCRO Fingerprint Bureau is progressing well towards ISO 9002 accreditation. It is not considered an appropriate system for quality assurance in small bureaux. (13.9.6 and 13.9.11) |
| 38 | The job description and person specification of the Quality Assurance post in SCRO should be reviewed as soon as possible, in order to define clearly the importance and priorities of the role. (13.9.9) |
| 39 | There are reservations regarding the complexity and control of 'blind trialing' which should be explored by the 8FSG when considering the wide range of quality assurance measures. (13.9.24) |
| 40 | The work of the 8FSG is vital in ensuring uniformity of standards and processes in fingerprint bureaux throughout Scotland. This work should be completed before the transition is made to the non-numeric standard. (13.10.20) |
| 41 | In order to give impetus to the change to the non-numeric standard, a Project Board should be set up under the aegis of ACPOS Crime Standing Committee. (13.10.21) |
| 42 | The 8FSG should continue their work on the development of statistical information and performance indicators to allow collection of this information from April 2001. (13.10.26) |
| 43 | In moving away from its historically introspective culture SCRO Fingerprint Bureau should be open to external influences in the wider fingerprint community. (13.11.1) |
| 44 | The 8FSG should continue to progress work on a code of ethics which could be adopted by the whole fingerprint service in Scotland. (13.11.6) |
| 45 | A clear procedure should be adopted to deal with 'disputed identifications' in a way which will strengthen the principles of integrity and independence in the identification and verification process. (13.12.2-6) |
| 46 | A clear procedure should be adopted to deal with 'erroneous identifications'. Where an 'erroneous identification' has been notified to the Procurator Fiscal an external enquiry should be initiated to address the cause. (13.12.17-24) |
| 47 | The CMRT is convinced that the current hybrid arrangement for Scottish fingerprint services is unsustainable. (14.4) |

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| 48 | Without sufficient resources to provide an efficient service within the SCRO Fingerprint Bureau there can be no basis for an efficient “national fingerprint service”. (15.1.8) |
| 49 | The CMRT regards integrity as an imperative in considering procedures and structure. For processes to be effective it is considered that there should be a minimum number of fingerprint experts to constitute a bureau. It questions the sustainability, in view of this, of at least the bureaux at Central Scotland, Fife and Northern. (15.3.1 and 15.3.2) |
| 50 | There is a clear need to put the funding of the fingerprint service overall onto an equitable basis. (15.4.2) |
| 51 | There is merit in formalising a scheme of delegation from the Executive Committee to the Director which would lay out the clear roles and responsibilities to the relative parties. (15.6.2) |
| 52 | The restructuring of the Executive Committee into a leaner and more responsive board of management is considered to be worthy of consideration even in the short term. (15.6.2) |
| 53 | The skills and experience profiles deemed suitable for the posts of Director and Deputy Director of SCRO and the Head of the SCRO Fingerprint Bureau in the future require review. Consideration should be given to opening up these posts to non-police officers. (15.7.3, 15.7.6 and 17.3.1) |
| 54 | The CMRT recognises that considerable effort, including enhanced salaries, would be required to attract significant numbers of fingerprint experts to the SCRO Fingerprint Bureau at a time when there appears to be a very competitive market within the UK. (15.11.2) |
| 55 | The issue of staffing levels within the SCRO Fingerprint Bureau must be addressed without delay. (16.1.2) |
| 56 | The CMRT favours the Central Management/Central Delivery option for the future structure of the Scottish fingerprint service but recognises the major challenges and potential risks that it involves. (16.6.3) |
| 57 | A national fingerprint service can only be achieved when there is a proper legislative basis for the employment of its own staff. The matter would best be taken forward by ACPOS in consultation with the Scottish Executive, with the support of specialist consultants, in order that the most appropriate manner of delivering the service is achieved and that the staged approach necessary to achieve it is identified. This should be progressed without delay. (16.6.8) |
| 58 | The CMRT is firmly of the view that the Scottish fingerprint service should be part of a new National Identification Service for Scotland with three services, fingerprints, criminal history, and Part V (vetting). In time it could be linked with forensic science. (16.6.11) |
| 59 | The size of SCRO alone should be sufficient to justify the recruitment of human resource, finance, data protection and information security officers. (16.6.12 and 17.3.6) |
| 60 | It is against the backdrop of a separate National Identification Service for Scotland that a fully centralised option for the Scottish fingerprint service should be considered. (16.6.13) |
| 61 | A phased approach is needed to allow for the significant practical considerations associated with a move towards a Centralised Management/Central Delivery fingerprint service model. (17.1.1) |

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| 62 | To secure an appropriate demand for fingerprint services in Scotland it must be acknowledged that additional funding is required. The recent announcement by the Scottish Executive of additional funding is welcomed. (17.2.2) |
| 63 | The CMRT believes that the Head of the SCRO Fingerprint Bureau should be a civilian manager who has experience as a fingerprint expert or a forensic scientist. There is merit in considering an early appointment as a vacancy will arise in spring 2001, when the current Head of Bureau, a Chief Inspector, completes his period of secondment. (17.3.1-3) |
| 64 | The argument for a civilian manager can be extended to the final management team structure and the post of Head of the Scottish Fingerprint Service under a fully centralised model. (17.3.2) |
| 65 | The CMRT suggest the early appointment of the Head of the Scottish Fingerprint Service to enable the proper project management approach necessary to develop the centralised fingerprint service. (17.3.2) |
| 66 | It is proposed that the appointment of a senior police liaison officer be considered at the point of civilianisation, in order to strengthen and maintain the essential links between remote forces and the centralised service. (17.3.4) |
| 67 | Whilst there are barriers to the recruitment and retention of fingerprint officers, it is important to recognise the potential attractiveness, which a new Scottish fingerprint service has to offer. The opportunity to exercise an aggressive recruitment campaign, drawing on the developing conditions which prevail in Scotland, should not be underestimated. (17.5.1 and 17.5.6) |
| 68 | The potential of relocation of fingerprint experts received a general and shared resistance, with experts reflecting on their domestic circumstances and managers immediately considering options for retention of those staff in alternative crime scene roles. Another issue was the negative perception of SCRO which existed. (17.5.3 and 17.5.4) |
| 69 | Language barriers aside, the potential to tap into the wider fingerprint world should not be discounted, given the work of the Interpol European Expert Group on Fingerprint Identification (IEEGFI) and their aim to enhance compatibility across Europe. (17.5.11) |
| 70 | Given the limited opportunity for external recruitment of experts in such a constrained market, 'growing your own' experts is not only an essential part of succession planning but the only real means of sustaining and increasing the pool of experts in future years. (17.6.1) |
| 71 | In order to attract high quality experts to an emerging Scottish Fingerprint Service, the detail of relocation packages, assisted travel, market rate enhancements and retention and loyalty initiatives, would have to be fully considered. (17.7.1 and 17.7.2) |
| 72 | It is suggested that ACPOS Personnel and Training Standing Committee be approached to assist with some of the issues surrounding recruitment and retention. In addition, consideration should be given to enlisting external personnel consultancy expertise and to establishing the human resource post within the new structure, as one of the first stages in progressing towards centralisation. (17.8.1) |
| 73 | The CMRT believes that the issues of recruitment and retention need not prevent a phased approach to central delivery. This could be achieved by concentrating on the recruitment of fingerprint experts for the SCRO Fingerprint Bureau, and, at planned intervals, progressively transferring force bureaux, as the centralised service builds up to the levels necessary to cope with mark comparison for each force. (17.8.2) |

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| 74 | The migration towards centralisation will attract expenditure, not least in respect of market enhancements, relocation expenses and the provision of specialised Human Resource support. It would be essential to have an understanding of these costs developed and underwritten at an early stage of the phased approach. (17.8.3) |
| 75 | The additional accommodation required for a centrally delivered fingerprint service for Scotland based at Pacific Quay in Glasgow would require exploration of a number of options including the re-location of SPIS, the outsourcing of the call centre capability associated with Part V service delivery and the potential to introduce limited shift working for fingerprint officers. (17.9.5) |
| 76 | A detailed space audit of Pacific Quay should be conducted, considering the full range of requirements of a centralised service, to inform consideration, in cost terms, of centralisation. (17.9.7) |
| 77 | The CMRT presents a practical way forward for the Scottish fingerprint service which depends on Common Police Service legislation to provide a basis for employment of its own staff. It acknowledges that its development, at a time when resource levels within the SCRO Fingerprint Bureau are critical, will depend on existing working arrangements with Strathclyde Joint Police Board. An early priority will be the need for a meeting between the SCRO Executive Committee and the Joint Police Board to establish an agreement for the way in which SCRO business will be dealt with by the Joint Police Board. The innovative approach taken by Northern Constabulary to the use of consultants for job evaluation may be of interest in this regard. (17.10.1 and 17.10.2) |
| 78 | The advancement of fingerprint services in Scotland should be progressed in an open and timely manner ensuring clear communication, involving unions and staff associations. (17.11.1) |
| 79 | Whilst the centralised model offers the greatest benefits, the CMRT also acknowledges, that it is the most difficult and complex option to achieve from the starting point of the current structure. (17.11.2) |
| 80 | Given the dynamics of moving towards a centralised service, it is vitally important to adopt a determined strategy within a framework of contingency arrangements. (17.11.3) |
| 81 | Given the critical nature of failure to attract significantly more fingerprint experts to Glasgow, a target date should be identified as a point at which the final decision is taken to progress towards full centralisation. (17.11.4 and 17.11.5) |
| 82 | Whilst it is difficult to establish a clear timescale for the change to a centralised delivery to take place, it could easily take 5 years, given the likely emphasis on organic growth. (17.11.7) |
| 83 | A Project Management Team has been identified to progress the action plan established by the CMRT. This will work to a PRINCE 2 project management framework under the direction of a Project Board to be chaired by Mr John Hamilton, Chief Constable of Fife Constabulary. (17.12.1) |
| 84 | The Project Board will require to give the complex matters associated with the move towards a centralised delivery model a major commitment of time and effort. (17.12.2) |
| 85 | Irrespective of the structure adopted for the provision of fingerprint services in Scotland, careful consideration needs to be given to the development of technology associated with fingerprint identifications, including palm capture, Livescan and AFR. (18.1-8) |

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| 86 | It is important to plan strategically the development of the Scottish fingerprint services use of AFR in the long-term. A precipitate move to add services provided by SAGEM could unduly tie SCRO to the existing supplier. (18.9) |
| 87 | The CMRT suggests that bearing in mind the progress now being made by NAFIS, the potential benefits of a wider UK standard allowing the electronic comparison of marks across a vastly increased database, are fully considered. The matter should be referred through ACPOS TARC to the SPIS Programme Board to enable the development of fingerprint recognition equipment to be part of the strategic plan directly being pursued. (18.10) |