

ACTION PLAN FOR FSNI CJI REPORT				
RECOMMENDATION	LEAD RESPONSIBILITY	RESPONSE	TIMEFRAME	CURRENT POSITION
1. The Agency would benefit from specific expertise in managing and driving forward its major programme of change and a Change Manager should be recruited to fulfil this role. (Para 1.3)	FSNI	The need for this role is diminishing given that the Modernisation Project will be largely complete by the end of 2006. The Agency is reviewing the necessary resources to support delivery of this.	May 2006	Mod. Prog. is almost complete. Significant cost, performance and quality improvements achieved. FSNI are developing Phase II plan to exploit opportunities now available due to achievement.
2. The NIO, in partnership with the Chief Executive, should review the specific skills that will be required of top and senior management and also review the reporting arrangements between the NIO and the Chief Executive. (Para 1.4)	NIO / FSNI	<p>FSNI agrees with this recommendation. FSNI has taken the lead on this and has been reviewing its structure to ensure it is aligned with the changing service delivery approach both from a managerial and technical perspective. Recruitment is progressing for the CEX post.</p> <p>The NIO are driving the recruitment of the top management team to ensure they are in post to ensure succession planning and hand-over with the current team.</p>	<p>Jan 2006</p> <p>Sept 2006</p>	<p>CEX recruitment timetable in place, Selection Board scheduled for early Aug.</p> <p>New organisational structure including Senior Management developed.</p> <p>Delivery of new structure in partnership with NIO.</p>
3. FSSG should become the FSNI management board, chaired by the Chief Executive and with wider membership from the private sector and forensic science / academia. A careful selection process is required which is open and competitive in order to get the best people. (Para 1.5)	NIO/CEO	<p>The FSSG will continue to act as a steering group to the Modernisation Programme.</p> <p>The Chief Executive will take forward options for the creation of a Management Board to be agreed with the Agency 'Frazer' figure.</p>	<p>December 2006</p> <p>September 2006</p>	<p>Frazer figure supports the development of a FSNI management board. FSNI and NIO ensuring appropriate Governance is in place.</p> <p>Non-Executive Director identified.</p>

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<p>4. The Chief Executive should take the lead on developing options for the longer term status and structure of the laboratory – these should include consideration of the possibility of a merger or takeover by another forensic science provider as a means of strengthening the longer term viability of the laboratory. (Para 1.7)</p>	<p align="center">FSNI</p>	<p>Work on a strategic business review is at an advanced stage, when completed, it will be submitted to the NIO for consideration and will form the basis for discussion and agreement on the future business direction of FSNI. The review will also inform the business case for accommodation requirements.</p> <p>Strategic partnerships with forensic providers in England and Wales have been entered into to support a robust and sustainable FSNI service provision</p>	<p>June? 2006</p> <p>On-going</p>	<p>Strategic business review document expected completion and NIO ratification in mid August.</p> <p>Tendering process complete and formal service delivery arrangements currently being agreed with successful organisations.</p>
<p>5. FSNI top management, in partnership with key stakeholders and customers, should plan for, and implement, a more coordinated, effective and efficient delivery of forensic science services to the Criminal Justice System in Northern Ireland. (Para 1.8)</p>	<p align="center">FSNI</p>	<p>FSNI agree with this recommendation and will continue to implement aims and objectives of the Modernisation Programme through dialogue and formal partnerships with stakeholders. This process will ensure a focussed and appropriate service delivery which meets the requirements of our stakeholders.</p> <p>FSNI now regularly participate in many customer strategic forums. FSNI and the NIO are also meeting regularly at a strategic level with the Deputy Chief Constable to ensure this recommendation is achieved.</p>	<p>On-going</p>	<p>On-going</p>

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6. FSNI top management should conduct regular joint planning with senior officers in PSNI and that this model is applied to other customer relationships. (Para 1.9)	FSNI	Regular joint planning already occurs with key customers and stakeholders. The Agency will look to explore further opportunities for joint planning.	Ongoing	On-going
7. FSNI policy on scene attendance needs to be revised in light of key findings from this inspection as well as the CJI/HMIC inspection of PSNI. A revised policy on scene attendance needs to reflect the added value that a scientists can bring to scene attendance vis-à-vis the costs to FSNI. (Para 2.2)	FSNI	FSNI agree with this recommendation and are discussing with the PSNI how best to take this forward.	September 2006	PSNI (and other customers) have identified their scene availability and attendance requirements – these have been incorporated into the appropriate SLAs.
8. An acceptance by PSNI to set up a properly resourced crash and collision unit will require FSNI to modify the level of service provided by its Road Traffic Collisions unit. (Para 2.4)	FSNI	FSNI will consult with PSNI to confirm the requirement and necessary resourcing of future Road Traffic Collision provision.	July 2006	PSNI's RTC provision has been established and appropriate resource costs and capacity agreed. FSNI will continue to review most effective and best value delivery option.

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9. A common numbering and identification system, in barcode format and easily scanned, should be agreed and introduced by FSNI and PSNI. (Para 2.7)	FSNI	<p>FSNI recognise that there may be some benefits in this. There are, however, practical difficulties exist in implementing such a system. The current system provides a linkage to the identification codes and FSNI is content that it is fit for purpose.</p> <p>FSNI will continue to review this need with their customers and engage stakeholders in the wider criminal justice process</p>	On-going	On-going
10. Top management should review the effectiveness of internal communication, complete work on the internal communications strategy and implement a more open and transparent approach to the sharing of corporate information. (Para 2.8)	FSNI	<p>FSNI agrees with this recommendation and have consequently established an internal communications group which has been tasked with addressing this issue.</p> <p>FSNI will continue to review progress in improving communication across the agency and will implement such further steps, as maybe necessary.</p>	On-going	<p>On-going</p> <p>FSNI will complete a staff communication survey within the year and address any issues through the Communication Programme, repeating the survey within further twelve months.</p>
11. FSNI should further develop and implement an external communications strategy. (Para 2.9)	FSNI	<p>FSNI agree and will look to review this. FSNI will develop a more formalised external communication strategy</p>	September 2006	On-going

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12. A decision to sell FSNI expertise on trace explosives to the international arena will require the development of new policies. (Para 2.10)	FSNI/NIO	<p>FSNI will continue to pursue opportunities where appropriate.</p> <p>FSNI will investigate financial flexibility with NIO to support international marketing opportunities.</p>	July 2006	<p>Several opportunities exploited (Beirut and Turkey).</p> <p>Financial flexibilities will continue to be investigated with NIO.</p>
13. Top priority should be accorded to the development and implementation of a succession strategy for the management of FSNI. (Para 2.11)	FSNI	<p>Consultation between the Chief Executive and the NIO is ongoing and an external consultancy has been engaged to facilitate a review of necessary skills. NIO and FSNI will agree the top level proposals prior to implementation.</p> <p>The NIO is in the process of recruiting a new Chief Executive to be in place ensure succession planning</p>	<p>June 2006</p> <p>September 2006</p>	<p>Completion of work planned for June '06 and gap Analysis available July '06.</p> <p>See # 2</p>
14. Progress on developing a succession strategy for scientific expertise is expedited and fully implemented by the end of 2005. (Para 2.11)	FSNI	FSNI will review outstanding operational gaps in relation to delivery of the organisation's planned strategic direction and will address accordingly.	September 2006	On-going
15. A policy decision to centralise the co-ordination and responsibility for all staff training. (Para 2.12)	FSNI	The Agency agrees and will explore options to centralise the co-ordination of training.	June 2006	Training Co-ordinator appointed

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<p>16. FSNI should consult with PSNI with regard to formulating and implementing a bespoke training package to the police aimed at raising the level of forensic awareness in PSNI. (Para 2.13)</p>	<p align="center">FSNI</p>	<p>FSNI will review PSNI needs.</p> <p>Bespoke training and awareness literature and support routinely delivered. FSNI will continue to review PSNI needs.</p>	<p>Ongoing</p>	<p>On-going</p>
<p>17. When Casebook 3 is implemented in late 2005, hard charging for FSNI products and services should be implemented. (Para 3.3)</p>	<p align="center">FSNI</p>	<p>FSNI agree with this recommendation and will review charging requirements with the NIO and customers.</p>	<p>June 2006</p>	<p>PSNI engaged in planning process and support programme. Agreement to run parallel transparent charging pilot (notional invoices) in Q4.</p>
<p>18. The full costs to support the laboratory in responding to any resumption of Troubles related violence should be identified and a written commitment should be obtained from the NIO and /or the PSNI to find the necessary finances. (Para 3.4)</p>	<p align="center">FSNI/NIO</p>	<p>FSNI welcomes this recommendation and will explore funding arrangements with the NIO and customers in relation to the matter.</p> <p>The NIO will consider any case put forward on its merits, having regard to the nature and scale of the proposed costs and value for money.</p>	<p>Ongoing</p>	<p>On-going negotiations with PSNI and NIO to ensure necessary funding arrangements in place.</p>

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19. Capital planning for equipment additions and replacement should be given a greater priority in forward planning by FSNI (Para 3.5).	FSNI	FSNI agree with this recommendation and will explore opportunities for more pro-active capital planning in line with current governance restrictions.	April 2006	2006/07 Capital Plan approved and actioned.
20. FSNI should work with key stakeholders to determine what databases are required, where they should be located and how access can be managed. (Para 3.6)	FSNI	FSNI agrees with this recommendation and will review customer databasing requirements and identify potential contribution and access opportunities.	Ongoing.	PSNI Prolific Offender Linked Crime Analysis (POLinCA) unit established on FSNI site. Direct links established to exploit intelligence opportunities.
21. The purchase of health and safety equipment should be better co-ordinated (Para 3.9).	FSNI	FSNI agrees with this recommendation and will review purchasing practices to ensure better value for money.	May 2006	Complete
22. FSNI and PSNI should put in place mechanisms to ensure a more robust adherence to the SLA (Para 4.5).	FSNI	FSNI agree. However to maintain support for the Criminal Justice process flexibility must be maintained by both organisations. FSNI will review in conjunction with PSNI the options for reconciling the need for robust adherence to the SLA with the need of both organisations to respond effectively to changing requirements while also maintaining good business practice and minimising costs.	December 2006	On-going

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23. A more pro-active approach of selling services and products to a wider customer base should be planned and implemented. (Para 4.7)	FSNI	FSNI agree, however this is a longer term issue. Due to the current financial arrangements of the Agency significant increase in the customer base is not realistic at this time, but opportunities will continue to be identified and progressed.	Ongoing	On-going
24. FSNI should consider introducing hard charging for services in relation to disclosure. (Para 4.8)	FSNI	FSNI will investigate opportunities to do this.	Ongoing	On-going
25. Formal communication should be the norm with all key stakeholders such as the PPS and the courts and action plans should be put in place to remedy any identified problems. (Para 4.9)	FSNI	FSNI will review communication gaps and identify options to address any issues.	September 2006	A Customer satisfaction Survey, including communication issues, is in progress and will be completed by July '06. Any issues will be addressed within the FSNI Improvement Programme and re-assessed within a year.
26. FSNI should continue to strengthen its relationship with FSS concerning brokering of work, seeks appropriate procurement arrangements with other providers and ensures adequate transfer arrangements including appropriate documentation are in place and that customers achieve a quality, timely and best value service. (Para 4.10)	FSNI	<p>FSNI will continue to identify opportunities to deliver best value through arrangements with other providers.</p> <p>Systems and procedures have been implemented for brokering and will continue to be further developed.</p> <p>Tendering with other providers is also underway for the provision of Historic Case requirements.</p>	<p>September 2006</p> <p>May 2006</p>	See # 4

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27. FSNI and NIO should clarify the scope and flexibilities of the Framework Document in relation to recruitment. (Para 5.5)	FSNI/NIO	FSNI welcomes this recommendation and will continue to investigate opportunities with the NIO.	Ongoing	On-going
28. A proposed training strategy should include provision for staff (Reporting Officers) to be registered by the Council for the Registration of Forensic Practitioners. (Para 5.6)	FSNI	FSNI will review opportunities to promote CRFP registration within the Agency.	August 2006	<p>CRFP is a requirement of new RO authorisation programme.</p> <p>A programme has been agreed with CRFP for the assessment of eligible staff. CRFP assessment planned for Q3.</p>
29. The on-call arrangement needs to be urgently addressed through contractual negotiations with existing staff, incorporation of on-call requirements in new staff contracts and implementation of recommendations of the internal working group. There is also a need to review the need for thirteen separate on-call rotas. (Para 5.7)	FSNI	<p>There is no facility within contractual agreement in the short term.</p> <p>The recommendations of the working group where implemented in the later half of 2005.</p> <p>FSNI will identify the future on-call requirements of customers.</p>	<p>March 2006</p> <p>September 2006</p>	Complete

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30. A proposed project on change management should be rolled out as soon as possible, that it fully engages staff and addresses the concerns raised in this report. (Para 5.10)	FSNI	The change management programme has commenced and FSNI will continue to ensure staff engagement in the process.	Ongoing	On-going
31. Establishing a better resourced and properly authorised PSNI Submissions Unit will require joint planning between PSNI and FSNI. (Para 6.4)	FSNI	FSNI will continue to review opportunities for improving submissions management between FSNI and PSNI. A project is underway to improve the effectiveness of submissions for implementation	April 2006 September 2006	Complete – joint ongoing review to ensure best service. Incorporate into the new work management process – jointly developed with PSNI
32. Continued monitoring and action by FSNI in relation to the quality of submissions is necessary to safeguard the integrity and continuity of evidence. (Para 6.5)	FSNI	FSNI will continue to monitor and action quality issues through its Quality Management System	Ongoing	Complete
33. FSNI should continue its strategy of gradual reinstatement of accreditation and that quality is at the core of all its processes and procedures. (Para 6.7)	FSNI	This is agreed and under way.	June 2006	Complete Continual review of peripheral services will occur and scope extended if appropriate.

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<p>34. There is a clear need to develop key performance targets which are more Specific, Measurable, Achievable, Realistic and Time-related. (SMART). (Para 7.7)</p>	<p align="center">FSNI</p>	<p>FSNI will continue to work with stakeholders to identify appropriate targets that reflect FSNI performance and the needs of its customers.</p> <p>The Chief Executive will work with the NIO Frazer figure to agree these.</p>	<p>June 2006</p>	<p>Targets aligned with PSNI Policing Plan priorities – defined within SLA.</p> <p>SPD representative sits on FSNI Alcohol, Drugs and Tox Performance Improvement Project Board.</p> <p>On-going</p>
<p>35. There is a need for the establishment of a research and development section within the laboratory with a long term strategy for identifying projects and their financial support perhaps in cooperation with other forensic institutions but especially with universities. (Para 7.8).</p>	<p align="center">FSNI</p>	<p>FSNI will explore options to enhance research and development within the Agency which supports core and strategic development opportunities</p>	<p>September 2006</p>	<p>5% of resource committed to R+D projects which support customer focussed, strategic development opportunities.</p> <p>Joint projects in place with QUB.</p>