



## Collaboration Programme

### Business Case – Executive Summary

Work Strand	<b>Scientific Services</b>
Current arrangements	<p><b>Bedfordshire and Hertfordshire</b></p> <p>A collaborated Scientific Services Unit comprising of Scenes of Crime, Fingerprint, Imagery and Chemical Laboratory functions headed by a Police Staff manager.</p> <p>A CCTV service delivered by officers based on territorial policing units, with facial evidence services delivered by staff sited under Criminal Justice and located geographically throughout the force areas.</p> <p><b>Cambridgeshire</b></p> <p>A Scientific Support Department comprising of Scenes of Crime, Fingerprint, Imagery and Chemical Laboratory functions headed by a Police Staff Manager.</p> <p>A CCTV service delivered by officers based on territorial policing units with facial evidence service delivered by staff sited under Criminal Justice but located geographically throughout the force area.</p>
Business case proposal	<p><b>Senior Management Team</b></p> <ul style="list-style-type: none"> <li>Establish a Senior Management team with the Head of department responsible for change management and collaboration implementation issues.</li> </ul> <p><b>Fingerprints</b></p> <ul style="list-style-type: none"> <li>A single Tenprint Unit based at Kempston. Criminal Justice DNA samples will also be processed by this team.</li> <li>Two fingerprint bureaux based at Hinchbrooke and Welwyn Garden City with a reduction of both a Head of Fingerprints and a senior fingerprint officer. Bedfordshire fingerprint workload to be split between the two sites.</li> <li>Removal of the market rate supplement for fingerprint staff.</li> <li>Introduction of a single shift pattern for fingerprint staff supported by an effective on call system.</li> <li>Introduction of a single Footwear and Glove Wear Unit at Kempston</li> </ul>

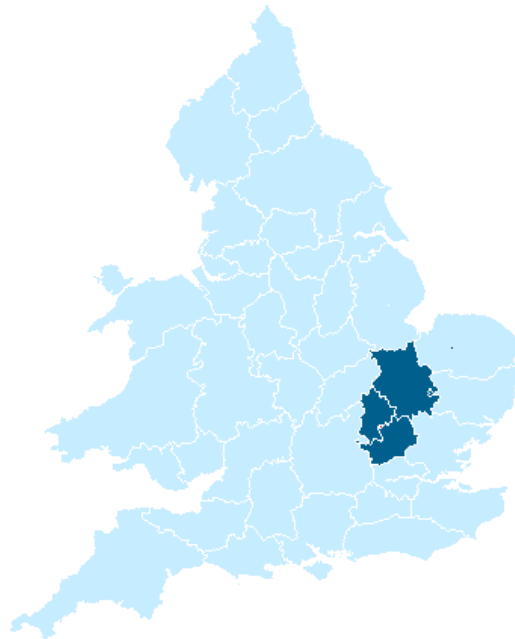
	<p><b>Scenes of Crime</b></p> <ul style="list-style-type: none"> <li>• Teams to retain geographic offices and line managed on a North and South basis. The Major Crime Unit cadre to be expanded by a further crime scene coordinator post.</li> <li>• Introduction of a single shift pattern for SOC Officers providing the opportunity to realise cashable savings.</li> <li>• Revision of the on call system for Crime Scene Managers and SOCO/CSIs.</li> </ul> <p><b>Forensic Intelligence</b></p> <ul style="list-style-type: none"> <li>• A single Forensic Deployment Unit for all three Forces.</li> <li>• A centralised Forensic Casework Unit based at Sandy, including central authorisation of all external forensic submissions and NABIS support.</li> </ul> <p><b>Technical Services</b></p> <ul style="list-style-type: none"> <li>• Two chemical laboratories at Welwyn Garden City and Hinchbrook.</li> <li>• Two photographic units at Kempston and Welwyn Garden City with one supervisor covering both sites.</li> <li>• Maintain the single Audio Visual Unit at Welwyn Garden City to provide level two products only.</li> <li>• Police staff delivering both CCTV and VIPER functions from custody stations.</li> </ul> <p><b>Performance and Quality</b></p> <ul style="list-style-type: none"> <li>• Strengthen the existing Performance and Quality Unit based at Sandy with the inclusion of an additional 'performance and quality' post.</li> </ul>
Cash Savings	Circa £670K per annum with additional forensic cost savings estimated to be between £100K - £300K per annum. Further savings of £500K to be delivered by the management team over the following two years.
Set-up costs	Set up costs estimated to be between £220K - £600K. The majority of the cost is incurred by relocation costs and potential redundancy costs.
Implementation issues	Staff Consultation IT Estate Phased approach
Risks identified	Initial risk assessment has been conducted and these are detailed in the Risk, Assumption, Issues and Dependencies (RAID) log at Appendix B.
Target go-live date	TBC



## Collaboration Programme

### Business Case

Name of Project	<b>Scientific Services</b>
Date	18.08.11
Version	0.18
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## 1 Introduction

The Collaboration Programme has been set up to assess where opportunities for collaborative work between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary lie. The aim of the programme is to identify and implement opportunities for collaborative arrangements between the three Forces. Scientific Services has been identified as an area in which collaboration would be beneficial to the three Forces especially due to the National developments in this area, such as the impact of the proposed closure of the Forensic Science Service.

This business case details the recommendations which were agreed at the Collaboration Programme Board on 6 June 2011.

### Glossary

To assist the reader with this report the following is a list of the key acronyms used in this area of service delivery:

ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
AV	Audio-Visual
Chemical examination	The treatment of items to reveal fingerprint marks, handwriting impressions, analysis of documents or examination for bodily fluid.
CJS	Criminal Justice Service
CPS	Crown Prosecution Service
CSI	Crime Scene Investigator
DAPSS	Detainee At Police Station Sampling
DNA identifications	Suspect to crime scene matches through comparison on the national DNA database.
FTE	Full Time Equivalent
Ident 1	NPIA run national fingerprint database
ISO	International Organisation for Standardisation
Level 2	Criminality which crosses Basic Command Unit boundaries
MCU	Major Crime Unit
NABIS	National Ballistics Intelligence Service
NIM Level 1	National Intelligence Model level i.e. basic command unit or area level
NIM Level 2	National Intelligence Model level i.e. Force or cross border
Op Slingshot	External forensic provider tendering process
Promat	Private-sector electronic identification facility
SOC(O)	Scenes of Crime (Officer)
SSU	Scientific Services Unit
Ten Prints	The fingerprints taken from arrested persons
Viper	Video Identification Parade Electronic Recording – not-for-profit electronic identification system operated by West Yorkshire Police

## 2 Background

The three Police Authorities have agreed to the Strategic Policing Alliance which sets out how collaborative arrangements between Bedfordshire, Hertfordshire and Cambridgeshire will be managed and states that any collaborative arrangement should deliver the following outcomes:

- Improved effectiveness for all three forces;
- Improved resilience for all three forces;
- Improved efficiencies in all three forces, realising cashable and non-cashable savings for re-investment;
- A service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which will meet future foreseeable demands for the next 3-10 years;
- Plans which close the gaps identified within the respective Protective Services Improvement Plans (where applicable);
- Methods of operating which are equally viable under any force or governance structure;
- Improved customer service across the three counties.

## 3 Current Structure

Bedfordshire and Hertfordshire already have a collaborated Scientific Services Department which sits within Protective Services and is managed by one Head of Department based at Sandy. Cambridgeshire's Scientific Support department is sited within the Investigations Directorate and also has one Head of Department who is based at Godmanchester.

Please see appendix B for the current structure charts. The below tables show the establishment and current strength of each Force.

### 3.1 Current FTE / Establishment

Bedfordshire Police & Hertfordshire Constabulary				Cambridgeshire Constabulary		
Police – as at 16/05/2011				Police – as at 16/05/2011		
Grade*	Number			Grade*	Number	
	Est.	Current Strength			Est.	Current Strength
		B	H			
PC/DC	4.00	4.00	-	PC/DC	2.40	2.40
DS	-	1.00	-	DS	-	-
<b>Total</b>	<b>4.00</b>	<b>5.00</b>	<b>-</b>	<b>Total</b>	<b>2.40</b>	<b>2.40</b>

Bedfordshire Police & Hertfordshire Constabulary				Cambridgeshire Constabulary		
Police Staff – as at 16/05/2011				Police Staff – as at 16/05/2011		
Grade*	Number			Grade*	Number	
	Est.	Current Strength			Est.	Current Strength
		B	H			
A8 / >SM2	1.00	1.00	-	MB4	1.00	1.00
A7 / SM1	-	-	-	MB3	-	-
A6 / PO2 – PO4	5.00	5.00	2.00	MB1 – MB2	2.00	2.00
A5 / SO2 – PO1	15.74	10.74	8.00	SO2	8.00	6.00
A4 / B4 / SC6 / SO1	80.76	29.80	45.15	SC6/SO1	26.15	26.99
A3 / SC5	35.34	1.00	25.44	SC5	10.00	7.00
A2 / SC4 and below	28.95	20.85	7.64	SC4 and below	14.48	16.26
<b>Total</b>	<b>166.79</b>	<b>68.39</b>	<b>88.23</b>	<b>Total</b>	<b>61.63</b>	<b>59.25</b>
<b>Combined</b>		<b>156.62</b>				

### 3.2 Fingerprints

Bedfordshire and Hertfordshire have a combined Tenprint Unit based at Kempston and two bureaux located at Welwyn Garden City and Kempston respectively. The Kempston bureau also undertakes fingerprint work for the armed forces for separate payment. Aligned to the department is also a Shoe wear Unit. Cambridgeshire has a Tenprint Unit and a Fingerprint Bureau co-located at Hinchingsbrooke. There is no separate footwear unit, with staff from various Scientific Services functions fulfilling roles.

### 3.3 Technical Services/Imagery

A single chemical laboratory at Welwyn Garden City serves both Bedfordshire and Hertfordshire. Chemical laboratories utilise chemical processes to reveal trace evidence on objects. Two Photographic Units are based at Kempston and Welwyn Garden City. Bedfordshire photographers complete post mortem imagery whereas in Hertfordshire this is conducted by SOCOs. The Photographic Unit at Welwyn Garden City also provides support to the Hertfordshire custody image system and processes some 'wet' safety camera film. The roles that provide these latter functions are not funded from the Scientific Services budget. An Audio Visual Unit exists within the Technical Services Department which delivers level two products to major crime, as well as providing CCTV support to level one. Cambridgeshire has a chemical laboratory which is aligned to their Fingerprint Bureau and a Photographic Unit which also provides some level two products.

### 3.4 Scenes of Crime

All three Forces maintain geographical Scenes of Crime Offices. Bedfordshire and Hertfordshire's Major Crime Unit funds three Crime Scene Coordinators who are co-located at Welwyn Garden City. All the major crime forensic costs are paid from the Major Crime budget. A Specialist Cadre also exists which supports Serious and Organised Crime, Counter Terrorism and Domestic Extremism investigations. This is based at Henlow. Cambridgeshire currently provide support to Major Crime and specialist investigations from geographic resources and those based at Force headquarters. The staff and forensic costs are accounted for from the Scientific Services budget.

### 3.5 Forensic Casework DNA and Intelligence

Bedfordshire and Hertfordshire have staff to administer forensic casework, authorisation of external forensic submissions and the processing of Criminal Justice DNA samples. The team also provide a single point of contact for NABIS submissions.

Bedfordshire and Hertfordshire maintain a Forensic Deployment Unit to manage SOCO attendance at crime scenes.

The Head of Forensic Intelligence has second line management responsibility of Bedfordshire's Forensic Management Team, even though they are not though funded from the Scientific Services budget. This team produce intelligence and evidential products regarding DNA and fingerprint identifications, as well as providing footwear data analysis. Hertfordshire maintain a single member of staff to have an oversight of forensic identifications, but no enhanced forensic intelligence/evidential products are provided.

Cambridgeshire has a submissions team which deals with Criminal Justice DNA and forensic submissions. Submissions are authorised locally by senior CSIs. The team also manage forensic identifications but do not provide any enhanced intelligence/evidential product. The team also has one member of staff dedicated to footwear intelligence. NABIS is managed by the Force Intelligence Bureau within Cambridgeshire.

### 3.6 Performance/Quality

Bedfordshire and Hertfordshire provide support to the Senior Management Team with posts in performance, quality, forensic IT and forensic support. Cambridgeshire utilises the submissions team to assist with performance and one member of staff within the Fingerprint Bureau to attend to some ISO quality issues.

Cambridgeshire has a senior CSI dedicated to a training role whilst Bedfordshire and Hertfordshire utilise a divisional SOCO resource to deliver tactical forensic learning and development.

### 3.7 Visual Evidence

Both Bedfordshire and Cambridgeshire have a mixture of police officers and police staff sited at various county locations delivering CCTV services. Bedfordshire has two posts and Cambridgeshire five posts (one dedicated to Peterborough council CCTV). Hertfordshire has no local CCTV capability other than two non – establishment posts operating council CCTV. The Audio Visual Unit at Welwyn assists in providing a CCTV service but this does impact upon their ability to service level two audio visual demands to the extent that external suppliers need to be utilised.

The forces also have dedicated posts sited at various force locations delivering a facial identification function. These staff arrange all viewings and most of the captures. Bedfordshire have 5 staff with also the establishment of a manager, Cambridgeshire 2.05 FTE staff and Hertfordshire have 6 police staff.

## 4 Demand Data and Remit of Proposed Unit

### 4.1 Demand Data for Scientific Services Unit

	Apr 2008/9			Apr 2009/10			Apr 2010/11		
	Beds	Cambs	Herts	Beds	Cambs	Herts	Beds	Cambs	Herts
Crimes examined	10,748	13,314	14,214	9,533	12,673	13,209	9,513	11,581	11,849
% of workload across 3 Forces	28	35	37	27	36	37	29	35	36
Tenprints processed	15,995	19,954	23,992	16,892	19,793	25,338	15,813	19,939	23,719
% of workload across 3 Forces	27	33	40	27	32	41	26	34	40

	Apr 2008/9			Apr 2009/10			Apr 2010/11		
	Beds	Cambs	Herts	Beds	Cambs	Herts	Beds	Cambs	Herts
% of workload across 3 Forces	N/A	44	56	16	40	44	16	40	44
Crimes with marks	4,461	4,127	5,833	1,961	3,966	4,737	2,321	3,451	4,171
% of workload across 3 Forces	31	29	40	18	38	44	23	35	42
Photographic cases	3,380	3,084	5,313	2,998	2,517	5,244	2,780	2,220	4,421
% of workload across 3 Forces	29	26	45	28	23	49	30	23	47
Footwear crimes	1,121	1,030	1,352	1,011	988	1,259	1,328	995	1,152
% of workload across 3 Forces	32	29	39	31	30	39	39	28	33
Custody footwear	5,991	825	Not available	6,199	1,223	10,192	6,371	999	18,514
% of workload across 3 Forces	88	12	N/A	35	7	58	25	4	71
DNA Match reports & Fingerprints	NA	NA	NA	NA	NA	NA	1,011	1,397	1,718
% of workload across 3 Forces	-	-	-	-	-	-	25	34	41
DNA samples processed	6,732	6,406	13,700	7,767	6,116	9,743	6,388	6,487	8,183
% of workload across 3 Forces	25	24	51	33	26	41	30	31	39
Crime Rate	45,578	64,790	76,152	42,048	60,101	70,001	43,617	56,583	66,441
Facial Identification Compilations	-	-	-	834	1277	2155	952	1538	1847

- Bedfordshire figures do not include armed forces fingerprint work.
- Crime rate figures are provided to assist with the demand for CCTV services

#### 4.2 Remit

The collaborated unit's remit will be:

- Provision of an efficiently deployed crime scene examination to areas and support to specialist departments
- Examination of all fingerprint marks from crime scenes
- Tenprint to crime scene mark searches for arrested persons
- Provision of expert fingerprint evidence
- Processing of all Tenprints
- Processing of footwear marks
- Chemical examination
- Processing of imagery
- Imagery support to media and corporate services
- Provision of audio/visual products for level 2 investigations

- CCTV support
- Support to identification capture process and delivery of viewing processes
- Processing of Criminal Justice DNA samples
- Management of forensic submissions to external forensic suppliers
- Forensic Training
- Notification to Local Policing Commands of forensic identifications.
- To act as the SPOC for NABIS firearms submissions

The unit will also provide line management of those staff dealing with Hertfordshire safety camera and custody photography. This work is funded by Hertfordshire. Likewise the Bedfordshire Forensic Management Team will continue to be second line managed by the head of Forensic Intelligence, although they are funded exclusively by Bedfordshire Police. It is suggested that this area of work should not be considered for collaboration until a centralised intelligence system is established.

## **5 Proposed Structure and Location of Unit**

### **5.1 Structure**

(Please see appendix B for the proposed structure and locations of the new department.)

The proposed new structure will bring together the various forensic disciplines within Scientific Services with some being managed on a North and South hub basis. The structure will result in the below reduction, rationalisation and growth in posts:

- Head of Scientific Services (reduction)
- Head of Photography (reduction )
- Identification Technician (0.62 FTE) (reduction)
- Scientific Support Assistant (reduction)
- Head of Fingerprints (reduction)
- Senior Fingerprint Officer (reduction)
- Fingerprint Expert (reduction)
- Within the various Visual Evidence posts: civilianisation of 6.4 constable posts, rationalisation of police staff posts and a growth of an Inspectors post.

The Head of unit will be responsible for the operational management and coordination of all disciplines within the new collaborated unit and for the delivery of efficient, effective and economic forensic support to all three forces. They must also lead on the successful development, design and delivery of a major programme of change to bring together the scientific services functions from three different forces into a new integrated and efficient unit.

The head will be supported by a senior manager for the following areas:

- Fingerprints
- Technical Services
- Intelligence
- Performance/Quality/Training
- Scenes of Crime North and South.

The proposed post savings/growth together with new structure strength is shown in the below table:

<b>Grade / Rank</b>	<b>Combined Current Establishment</b>	<b>Growth / (Saving)</b>	<b>New Structure Strength</b>
<b>A8/&gt;SM2/MB4</b>	2.00	-1.00	1.00
<b>A6/PO2-4/MB1-2</b>	7.00	-1.00	6.00
<b>INSP</b>	-	1.00	1.00
<b>A5/SO2-PO1/SO2</b>	23.74	-1.00	22.74
<b>A4/SC6-SO1</b>	106.91	-1.15	105.76
<b>PC</b>	6.40	-4.40 <sup>1</sup>	2.00 <sup>1</sup>
<b>A3/SC5</b>	45.34	5.20	50.54
<b>A2/&lt;SC4</b>	43.43	-4.12	39.31
<b>TOTAL</b>	<b>234.82</b>	<b>-5.47</b>	<b>228.35</b>

<sup>1</sup> Additional 2 constable posts to be civilianised from Year 2

## 5.2 Locations

### Senior Management Team

It is proposed to site the Head at Sandy. Head of Fingerprints will be based at Kempston, Technical Services at Welwyn Garden City, Scenes of Crime Welwyn Garden City and Hinchingsbrooke, Forensic intelligence at Welwyn Garden City and Head of Performance/Quality/Training at Sandy.

### Fingerprints

A combined single Tenprint/DNA Unit based at Kempston is proposed. This will consist of staff from the collaborated Bedfordshire/Hertfordshire Tenprint Unit combined with staff from Cambridgeshire's Tenprint team. There will also be three staff assigned to manage the processing of Criminal Justice DNA samples. The Shoe Wear unit will be based at Kempston and all three of these functions will be supervised by two Senior Fingerprint Officers. They will also have responsibility for fingerprint training to allow the other Senior Fingerprint officers to concentrate on operational matters.

Two Fingerprint Bureaux are proposed, one each at both Welwyn Garden City and Hinchingsbrooke. Each of these will be led by a led by two Senior Fingerprint Officers with an additional senior fingerprint post at Hinchingsbrooke to cater for ISO accreditation work. Bedfordshire fingerprint work will be split with work emanating from Bedford and Leighton Buzzard going to the Cambridgeshire bureau and work emanating from Luton going to the Welwyn bureau. All of the Bedfordshire fingerprint expert staff will be relocated to Cambridgeshire to allow for greater workload per officer parity. Armed forces fingerprint work will continue with remuneration to the collaborated budget.

### Technical Services

Given that both of the existing chemical laboratories have recently been refurbished, with existing equipment having a long life expectancy, it is not proposed to close a laboratory. The European Union require accreditation of laboratory activities (ISO 17025) and the maintenance of two laboratories will support this by providing increased resilience.

However as and when technology advances and further large capital expenditure is required, consideration could be given to moving to a single laboratory providing this gives sufficient resilience. Due to the technical issues involved in chemical examination, a supervisor will be in post at both locations with one technician moving from Welwyn Garden City to Hinchingsbrooke. For consistency, workload will be split on the same basis as the Fingerprint Bureau.

Photographic units will be based at Kempston and Welwyn Garden City to allow for both a geographic response and support to the Shoe Wear Unit based at Kempston. The units will be supervised by a single supervisor. Photographic services will be standardised with Bedfordshire staff no longer providing a post mortem function, this role being performed by scenes of Crime officers as in Hertfordshire and Cambridgeshire.

An Audio Visual Unit will be based at Welwyn Garden City to provide audio visual products for level two investigations and incidents.

The Visual Evidence Unit will operate from the main custody centres. It will amalgamate the existing CCTV and VIPER capabilities in each force to provide a cadre of staff to advise on CCTV downloading and viewing and to assist with equipment maintenance, formatting, simple editing and data management. It is envisaged that the Unit's role would be that of giving advice to investigators in the vast majority of cases. However where necessary, where systems are particularly complex, the Unit's staff will carry out any of these procedures on behalf of the investigator.

The forces' criminal justice managers agree that Viper captures – where the image of the suspect, who is usually in custody for the offence under investigation – be carried out normally by Detention Officers. The Unit will provide back-up to the Detention Officers for captures and arrange and perform witness viewings of Viper compilations. Teams will be based geographically as follows:

Stevenage	2 plus supervisor
Watford	2
Hatfield	2
Bedford	2
Luton/Dunstable	3 plus supervisor
Peterborough	3 (includes covering council CCTV)
Cambridge	2
Huntingdon/March	2

The teams will be led by an Inspector to provide an overview of PACE compliance and management of demand. Where possible, this role will be able to provide assistance to individual identification authorisations. Staff will be omni-competent in both roles with a shift pattern providing seven day weekly cover (Monday to Friday 8am to 7pm, weekends 8am to 4pm).

Whilst each location would have sufficient internal resilience to offer both imagery and identification functions, including independently running multi-witness identification procedures and responding to major or critical incidents, the overall Unit structure allows for short-term transfer of resources for demand between the stations or, where appropriate, between this new territorial capability and the existing specialist AV Unit.

### **Scenes of Crime**

Scenes of Crime Offices will continue to be maintained at the various geographic offices throughout the three counties. The geographic locations will be split into Northern and Southern hubs for the purposes of line management. Each hub will be managed by a Principal SOCO with the day to day supervision of SOCOs being conducted by a Senior SOCO based at each location. The Major Crime cadre will be split and co-located with the Major Crime Investigation teams. The Specialist cadre will continue to be based at Henlow.

## **Forensic Intelligence**

The Head of Forensic Intelligence will have line management responsibility for the Forensic Deployment Unit, Casework and NABIS team. The deployment unit will ensure efficient use of SOCOs across all three counties, however the future collaboration of contact management may allow for this function to be performed by Force Control Room(s) and provide the opportunity for further savings. The casework and NABIS team is comprised of staff who will undertake the authorisation of forensic submissions together with the management of exhibits being sent to external forensic suppliers. The staff who undertake that latter function will be based at each force headquarters. The management of DNA identifications for Hertfordshire and Cambridgeshire will also be undertaken by this team. The head of the department will therefore maintain second line management responsibility for Bedfordshire's Forensic Management Team, who, whilst not part of the collaborated Unit, undertakes the DNA identification management function for Bedfordshire. This will not significantly impact upon the availability of the post holder to perform their substantive role. A NABIS SPOC will also be provided for the submission of firearms.

## **Performance Quality and Training**

The officers performing the quality roles will continue to be based at Welwyn Garden City and at Hinchbrook. This will include a senior fingerprint officer fulfilling a quality role. Performance, Finance, Forensic Consumables, Forensic IT and SMT support will continue to be based at Sandy.

## **6 Benefits of the Proposed Unit**

### **6.1 Capability**

The Head of unit will be the strategic lead, responsible for operational management and coordination of the whole unit together with the efficient implementation of change.

The recommendations enable an appropriate capability to provide an on call fingerprint and Scene of Crime service which does not rely on goodwill, as well as providing a dedicated Major Crime Scenes of Crime Coordinator and Level Two Visual Evidence service across all three Forces.

Furthermore the structure caters for effective management of Scenes of Crime deployment, shoe wear processing and forensic budgets. It is envisaged that the footwear intelligence function will be delivered for Cambridgeshire and Hertfordshire from within each force intelligence function, albeit this will require further exploration and potentially resource. Within Bedfordshire the work will continue to be completed by the Forensic Management Team.

The maintenance of two Photographic Units provides a north and south service across the region and the unit at Kempston will be able to support the Shoe Wear Unit.

Based upon levels of submissions across the three forces, the NABIS function, currently fulfilled by the Scientific Services Unit for Bedfordshire and Hertfordshire will be extended to cover Cambridgeshire. This role will be to act as a central gatekeeper and administrator for all NABIS submissions. Firearms intelligence will continue to be entered onto NABIS as per current force arrangements.

The recommendation made regarding the creation of a new quality post for ISO accreditation has now been amended and instead, a further Senior Fingerprint Officer post will be kept at Hinchbrook to fulfil this role.

The Visual Evidence Unit will deliver a consistent and agreed level of service for territorial policing's CCTV imagery requirements. This would not only free the AV Unit to meet specialist demand, but also deliver CCTV services in a timely manner for investigators, allowing for effective use of footage in interviews, consultation with CPS and at first court hearings. This will deliver better opportunities for early positive disposal of cases, with associated gains in public safety and confidence. This will be an enabler to eventual building of an e-file capability in the individual forces. The Unit could also re-invigorate the provision of e-fit capability which has been lost as an effective investigative tool in each force. The level of service will satisfy the requirements of local crime managers in respect of assistance with downloads, through viewing to appropriate formatting. This improved capability provides a natural basis for eventual management of new digitised evidence as it emerges (ABE, bodycams, PDA/Blackberry images, custody interviews). It also delivers resilience for Viper in Cambridgeshire and promulgates that force's good practice in that area into the other two force areas.

## **6.2 Capacity**

The single Tenprint/DNA Unit will be more resilient due to economies of scale, whilst also catering for the impact of the Protection of Freedoms Bill. This legislation will affect the manner in which fingerprint and DNA records are kept, although the extent of its impact is presently unknown, there may be scope for staff reductions in due course. However this cannot yet be assessed until the full impact of the Bill is known.

The proposed structure provides an appropriate level of Scenes of Crime Officers on call across all three Forces and the maintenance of two chemical laboratories provides for resilience whilst both work toward ISO 17025 accreditation.

The Visual Identification units will provide increased resilience for facial identification, expanding the available hours in Cambridgeshire and Bedfordshire. Central management means that operatives can be deployed efficiently, rather than being constrained by internal boundaries. This includes portable viewings being conducted across county boundaries where this is most efficient and beneficial to victims and witnesses.

## **6.3 Cashable**

A number of cashable savings are proposed and these are detailed within the finance section. These include a reduction in the number of supervisory posts, together with both reductions and removal of some of the allowances paid to staff i.e. market rate premium, unsocial hours/shift allowance and on-call.

Market Rate Supplements for Fingerprint Officers were introduced into each Force primarily for retention purposes due to the extensive cost involved in re-training new staff. However, since their establishment, the employment market has changed drastically. Forces are not currently recruiting and retention is not such an issue as previously. The need to recruit and attract potential candidates to the organisation no longer poses any significant risk and therefore it is thought that the current allowance can be removed.

Analysis of the three forces SOCO attendance times shows that 90% occurs between 0800 to 1900 hours. By reducing coverage to these hours or even 0900 to 2000 hours it is possible to avoid the payment of shift and/or irregular/unsocial hours allowance paid to SOCOs, resulting in a cashable saving. The remaining 10% can be managed on a case by case basis, assessing risk and utilising overtime or call out as necessary, however this is likely to be a minimal number of cases.

With the forthcoming closure of the Forensic Science Service the three forces are part of a multi force tendering process (Norfolk, Suffolk, Essex, Kent, Hampshire, Sussex and the City of London) for new external forensic providers. The new agreements are due to be signed off by Police Authorities in mid-July 2011 and professional opinion is that significant savings will be made per force (indicative £100,000 – £300,000 annually per force). These savings have however been excluded from the cashable savings at this stage.

The proposed Visual Evidence model delivers cash savings of £82,300 in Year 1 and £127,900 in subsequent years, achieved through civilianisation of posts, smoothing demand for operatives' time, consumable efficiencies and rationalising the distribution of posts across the three forces.

In addition, the ability of the collaborated AV Unit to conduct the specialist work currently outsourced by Cambridgeshire will save on costs. Neither Scientific Services nor the operational teams can isolate the exact costs per annum, but they can be estimated at around £10,000.

The collaboration also presents the opportunity to achieve savings in the purchase of forensic consumables. Bedfordshire and Hertfordshire's forensic consumables are purchased as a joint collaborated unit, whereas Cambridgeshire are contracted to a consortium involving a number of southern forces for a further three years. Bedfordshire and Hertfordshire would be able to join this consortium and achieve further savings; however these are not envisaged to be significant, circa £5000 to £8,000 per annum. A new national consumable consortium is due to be introduced, however this is not mandatory and the collaborated unit would seek the most cost effective opportunity.

In the previous collaboration of Bedfordshire and Hertfordshire Scientific Services, the newly established management team were expected to achieve further cashable savings following initial implementation. A target of £300k for the year 2010/11 was set and this has been achieved without affecting the service provided.

The head of the new collaborated Unit will therefore identify and deliver a further £500,000 of savings over a 2 year period. (It is the professional view that any further substantial savings beyond this may necessitate a reduction in service).

### **Non-Cashable**

The new Scientific Services structure will provide more resilience through economies of scale and it is envisaged that the Senior Management Team will continue to drive out efficiencies by identifying effective methods of working, leading to increased force performance in terms of crime detection, reduction and public confidence.

Within Cambridgeshire the collaborated Major Crime Unit will benefit from having dedicated crime scene coordinators as an integral part of investigations.

The Visual Evidence Units will provide a return on investment in local hardware and software through increased, effective use. By having a specialist cadre it is ensured that technical and investigative tasks are performed in the most efficient way. Troughs in demand for the more reactive identification duties can be filled by staff completing imagery work, so optimising the time efficiency of members of the Unit.

## **7 Risks**

(An initial risk assessment has been conducted and these are detailed in the Risk, Assumption, Issues and Dependencies (RAID) log at Appendix D.)

The reduction in SOCO coverage in the evenings and a subsequent delayed scene attendance presents a number of risks: a potential impact on victim satisfaction, on the workload of local divisional officers in terms of extra scene guarding, increased waiting times for the public (potentially requiring time to be taken off work), a potential loss of evidence impacting on performance and an increased use of on call. Additionally Scenes of Crime Officers are often the first police response to reports of crime such as dwelling burglary, and their absence may add additional pressure on local resources.

The reduction in allowances paid to fingerprint experts; particularly market rate supplements, present a risk of losing trained staff. However this is mitigated against a national backdrop of other forces also removing such allowances.

The reduction in expert fingerprint coverage in the evenings within Cambridgeshire will mean a delayed analysis of marks lifted from crime scenes in the evening, which will potentially lead to a delayed identification of suspects. There is also a risk that compacting all fingerprint work into the daytime may potentially lead to longer search times and results as IDENT1 may slow down during peak periods of working.

There is a risk to modernising the workforce of the Visual Evidence Units, as this may require the recruitment of up to 18 omnicompetent technicians if no existing member of staff wishes to take up the new posts. There is also a risk of losing capability around extraneous tasks currently carried out by staff performing CCTV or Viper roles, e.g. mobile 'phone examinations carried out by some of Cambridgeshire's CCTV technicians. Training for this function lasts a week and costs £3,000. Phased relinquishing of such tasks to other territorial resources would mitigate this risk.

The other risks to collaboration are that different terms and conditions exist for staff across the three Forces, which may lead to staff dissatisfaction and that there is a risk of developing a new structure in isolation to individual Forces crime investigation restructuring.

## 8 Partnership Implications

There is a requirement that collaboration must maintain or increase performance to deliver an appropriate service to both Major Crime and local policing. This must be acknowledged when considering the reduction in the span of hours worked by both Scenes of Crime and Fingerprint Officers (Cambridgeshire only) as this may affect the service offered to Investigators and potentially also have a follow on impact on Community Safety Partnerships in terms of crime reduction.

The Visual Evidence Unit would be a significant enabler in CJS process improvement resulting in a greater number of offences brought to justice.

## 9 Finance

### 9.1 Current Budget

	<b>Bedfordshire</b>	<b>Cambridgeshire Constabulary</b>	<b>Hertfordshire Constabulary</b>
<b>Police Officer</b>	£188,600	£118,300	-
<b>Police Staff</b>	£2,325,300	£2,217,900	£3,513,900
<b>Non Pay</b>	£279,500	£345,500	£416,600
<b>Total Excluding Forensic Costs</b>	<b>£2,793,400</b>	<b>£2,681,700</b>	<b>£3,930,500</b>
<b>Share of Budget</b>	<b>29.7%</b>	<b>28.5%</b>	<b>41.8%</b>
<b>3<sup>rd</sup> Party Forensic Costs</b>	£906,000	£1,485,000	£1,091,000
<b>Total Including Forensic Costs</b>	<b>£3,699,400</b>	<b>£4,166,700</b>	<b>£5,021,500</b>
<b>Share of Total Budget</b>	<b>28.7%</b>	<b>32.3%</b>	<b>39.0%</b>

## 9.2 Proposed Structure Cash Savings

Change	FTE	Grade	Approximate Budget Growth/Saving
<b>Fingerprints</b>			
Reduction of Senior Fingerprint Officers	-1.00	A5/SO2-PO1/SO2	-£47,800
Reduction of Head of Fingerprints / Imagery	-1.00	A6/PO2-4/MB1-2	-£65,900
Removal of Fingerprints Market Rate Supplement			-£84,900
Removal of Shift Allowance for Expert Fingerprint Officers			-£66,300
Reduction in Fingerprint Officer Post	-1.00	A4/SC6-SO1	-£39,900
<b>Fingerprints / SOCO On Call</b>			
Reduction in On Call Costs			-£33,400
<b>Scenes of Crime</b>			
Removal of Shift Allowance for SOCO Officers			-£146,400
Annual Recharge for 7 Vehicles			£45,000
<b>Imagery / Photographic</b>			
Reduction of Supervisor Post	-1.00	A4/SC6-SO1	-£29,300
<b>Head of Scientific Services</b>			
Reduction of Head of Department	-1.00	A8/SM3/MB4	-£74,600
<b>Visual Evidence</b>			
Introduction of Inspector	1.00	INSP	£67,800
Civilianisation of PC's	-4.40 <sup>1</sup>	PC	-£206,500
Increase in Visual Evidence Supervisor	0.85	A4/SC6-SO1	£26,300
Increase in Visual Evidence Technicians	5.20 <sup>1</sup>	A3/SC5	£99,000
Removal of A2 Graded Posts	-2.50	A2/<SC4	-£58,600
Reduction in Non Pay and Overtime Costs			-£12,300
Cambs 3 <sup>rd</sup> Party Payments No Longer Required for Audio Visual Work			-£10,000
<b>Administration</b>			
Administration Technician	-0.62	A2/<SC4	-£12,900
Scientific Support Assistant	-1.00	A2/<SC4	-£22,000
<b>TOTAL</b>	<b>-6.47</b>		<b>-£672,700</b>

<sup>1</sup> Rising in Year 2 to 6.40 constable posts saved and 7.20 additional technician grades, delivering £31,800 in additional savings.

N.B During 2011/12 Bedfordshire, Cambridgeshire and Hertfordshire have reduced budgets in anticipation of the removal of some allowances. However due to the Tri-Force Collaboration these changes have not yet been implemented. These savings have not been included in the figures above as they have already been taken from the starting position. The 2011/12 budget reductions were:-

Bedfordshire and Hertfordshire:

Reduction of SOCO on call costs £66,000

Removal of shift allowance for SOCO officers £55,000

Removal of Fingerprints Market Rate Supplement £12,700

Cambridgeshire:

Removal of Fingerprints Market Rate Supplement £37,300

**Total £171,000**

### 9.3 New Budget / Apportionment Tables

#### Budget for Collaborated Unit

Expenditure Type	Budget
Police Pay	£168,200
Staff Pay	£7,500,400
Non Pay	£1,064,300
<b>Total Excluding 3<sup>rd</sup> Party Forensic Costs</b>	<b>£8,732,900</b>
<b>3<sup>rd</sup> Party Forensic Costs (based on 2010/11 figures) to be met by each force</b>	<b>£3,482,000</b>
<b>TOTAL (including 3<sup>rd</sup> Party Forensic Costs)</b>	<b>£12,214,900</b>

	Current Budget		Proposed Structure		Cash Savings	
<b>Bedfordshire</b>	£2,793,400	29.70%	TBC	TBC	TBC	TBC
<b>Cambridgeshire</b>	£2,681,700	28.50%	TBC	TBC	TBC	TBC
<b>Hertfordshire</b>	£3,930,500	41.80%	TBC	TBC	TBC	TBC
<b>Combined</b>	<b>£9,405,600</b>	<b>100.0%</b>	<b>£8,732,900</b>	<b>100.0%</b>	<b>£672,700</b>	<b>7.1%</b>

### 9.4 Set - Up Costs

The below tables show estimated minimum, maximum and most likely set up costs for the new structure.

These costs include estimated IT costs to allow for cross border fingerprint work and a standardised IT case management system for SOCO officers. Work is ongoing to develop the understanding of these costs further.

The HR set up costs include the cost of any potential police staff redundancies and compensation arrangements resulting from moving staff to new locations. Redundancies may result from a reduction in the number of posts required under the new structure or from it being unreasonable to expect staff to travel to a new location. In the latter case, it is difficult to be precise as to how many staff this may affect, until consultation has been commenced. It is also unknown at this stage how many staff will be re-deployed into alternative positions, which could minimise redundancy costs. Taking the above into account, minimum, maximum and most likely case scenarios have been developed. These take into account redundancy payments and the increased travel and additional compensation costs.

The new unit will require seven additional vans ( due to the compacting of SOCO working hours), however Bedfordshire and Hertfordshire are currently planning to maximise the efficient usage of vehicles therefore it is expected that vehicles can be found from existing fleet. Therefore only the recharge cost of these vehicles has been shown. If this was not the case the average cost of a van would be £15K each.

All set up costs would be funded by revenue apart from the server required for Fingerprints / DNA which would be funded via capital.

<b>MAXIMUM Year 1: Set Up Costs</b>	<b>I-C-T Network Computers</b>	<b>Hardware / Software Upgrade</b>	<b>Premises</b>	<b>Human Resources</b>	<b>Misc</b>	<b>TOTAL</b>
<b>Fingerprints / DNA</b>	200	50,000	5,000	165,000	1,000	<b>£221,200</b>
<b>Photographic</b>	1,600	15,000	1,500		1,000	<b>£19,100</b>
<b>Chemical Lab</b>	800	-	200			<b>£1,000</b>
<b>Scenes of Crime</b>	-	63,700	-			<b>£63,700</b>
<b>Forensic Case Work</b>	1,600		800		500	<b>£2,900</b>
<b>S M T</b>	800	-	200	100,000		<b>£101,000</b>
<b>Technical Services</b>				20,000		<b>£20,000</b>
<b>Visual Evidence</b>		34,200	37,300	100,000	4,500	<b>£176,000</b>
<b>TOTAL</b>	<b>£5,000</b>	<b>£162,900</b>	<b>£45,000</b>	<b>£385,000</b>	<b>£7,000</b>	<b>£604,900</b>

<b>MINIMUM Year 1: Set Up Costs</b>	<b>I-C-T Network Computers</b>	<b>Hardware / Software Upgrade</b>	<b>Premises</b>	<b>Human Resources</b>	<b>Misc</b>	<b>TOTAL</b>
<b>Fingerprints / DNA</b>	200	50,000	5,000	35,000	1,000	<b>£91,200</b>
<b>Photographic</b>	1,600	15,000	1,500		1,000	<b>£19,100</b>
<b>Chemical Lab</b>	800	-	200			<b>£1,000</b>
<b>Scenes of Crime</b>	-	63,700	-			<b>£63,700</b>
<b>Forensic Case Work</b>	1,600		800		500	<b>£2,900</b>
<b>S M T</b>	800	-	200	20,000		<b>£21,000</b>
<b>Technical Services</b>						<b>£0</b>
<b>Visual Evidence</b>		14,600	3,000		2,000	<b>£19,600</b>
<b>TOTAL</b>	<b>£5,000</b>	<b>£143,300</b>	<b>£10,700</b>	<b>£55,000</b>	<b>£4,500</b>	<b>£218,500</b>

<b>MOST LIKELY Year 1: Set Up Costs</b>	<b>I-C-T Network Computers</b>	<b>Hardware /Software Upgrade</b>	<b>Premises</b>	<b>Human Resources</b>	<b>Misc</b>	<b>TOTAL</b>
<b>Fingerprints / DNA</b>	200	50,000	5,000	55,000	1,000	<b>£111,200</b>
<b>Photographic</b>	1,600	15,000	1,500		1,000	<b>£19,100</b>
<b>Chemical Lab</b>	800	-	200			<b>£1,000</b>
<b>Scenes of Crime</b>	-	63,700	-			<b>£63,700</b>
<b>Forensic Case Work</b>	1,600		800		500	<b>£2,900</b>
<b>S M T</b>	800	-	200			<b>£1,000</b>
<b>Technical Services</b>				6,000		<b>£6,000</b>
<b>Visual Evidence</b>		34,200	15,000	40,000	2,000	<b>£91,200</b>
<b>TOTAL</b>	<b>£5,000</b>	<b>£162,900</b>	<b>£22,700</b>	<b>£101,000</b>	<b>£4,500</b>	<b>£296,100</b>

### 9.5 Apportionment of SETUP Costs

<b>FORCE</b>	<b>Minimum Cost</b>		<b>Maximum Cost</b>		<b>Anticipated</b>	
	<b>£</b>	<b>%</b>	<b>£</b>	<b>%</b>	<b>£</b>	<b>%</b>
<b>Bedfordshire: Set Up Costs</b>	57,000	26.10%	157,900	26.10%	77,300	26.10%
<b>Cambridgeshire Set Up Costs</b>	64,900	29.70%	179,700	29.70%	87,900	29.70%
<b>Hertfordshire: Set Up Costs</b>	96,600	44.20%	267,300	44.20%	130,900	44.20%
<b>TOTAL</b>	<b>£218,500</b>		<b>£604,900</b>		<b>£296,100</b>	

## 10 Human Resources

An HR Advisory Group, representative of the three forces, has been established to provide advice, guidance and support to all elements of the programme and ensure a consistent approach is taken to all HR issues, which will include a review of the employment model and other existing agreements currently in place to underpin collaborative working arrangements.

- The Employment Model**  
 The proposal is that the joint unit will be made up of staff and officers from both forces who will continue to be employees and sworn constables of their current force, irrespective of their place of work on a shared service basis. This will be detailed in the formal agreement to be drawn up under Section 23(1) of the Police Act 1996 which will specify how the consortium is to be managed and how the respective chief constables will deal with issues such as direction and control of staff and officers in particular circumstances. The allocation of posts for each force, the role profiles and the selection of staff and officers (including head of unit), will be agreed in due course.
- Recruitment to the Head of the Unit**  
 Based on the view that it is appropriate to involve the head of unit in the key decision making processes regarding the creation of any new unit, it has been agreed that, as a norm, the post holder should be recruited as early as practicable. To allow this to be progressed, early agreement will need to be sought between the three Forces as to a common process for recruitment and selection to this position.

- **Potential staff redundancies**  
It is difficult to be definitive about the numbers of police staff redundancies that may occur, or the cost at this stage, as this will depend on a number of factors including how many staff are prepared to relocate to a location outside of their contractual mobility or how many may be successfully redeployed within their home force. A common approach to selection will be applied where there is a proposed reduction in the number of posts within the new structure and a competitive selection process is required.
- **Consultation arrangements for Police Staff**  
There are legal requirements to consult with staff associations and staff if it is proposed to relocate an individual's work-base to a location outside of their contractual mobility arrangements, where there is a proposed reduction in the number of posts within the new structure or where roles are significantly changed; any of which may result in potential redundancies.
- **Direction and Control**  
Depending on how any joint unit is to be structured, there is the potential for Bedfordshire, Cambridgeshire and Hertfordshire officers/staff to be managed by officers/staff from another force and work on issues related to incidents and operations in any of the three counties. Such issues of direction and control will be covered by a Section 23 agreement. Issues relating to misconduct and health and safety cannot be delegated and would remain the responsibility of the home force.
- **Policies and procedures**  
Officers and staff from each force will be covered by the policies and procedures of their home force. Hence, where a combination of Bedfordshire, Cambridgeshire and Hertfordshire officers are being managed, different procedures may need to be applied, depending on which force the officer is from. There is some potential for these to be more closely aligned and a fairness at work procedure (based on statutory requirements) and a common document for the reporting of absence will be used. Some scope exists for agreement to be reached between Forces for further harmonisation of policies in the longer term.
- **Terms and Conditions**  
For police staff there is likely to be differences in salaries and allowances for staff from different forces working alongside each other in similar or the same roles. The pay, welfare, pensions, terms and conditions, annual appraisals and all other respective employment and service matters of police staff shall remain the responsibility of the home Force.
- **Structure of the unit and division of posts between the Forces**  
Decisions on the structure of the unit and the number of posts from each force will be required, taking into account any differences in the areas of work to be undertaken for each force and the workload in each area. Where there are to be mixed teams, it is recommended that these are established from the outset to assist integration and ensure knowledge and expertise is appropriately disseminated.
- **Selection process**  
A common selection process to recruit officers/staff to any joint unit will be applied. For officers, this could either be done on the basis of selection to a proportion of the roles within each Force, or putting all the officers in one 'pot' for the available posts. In any event, there will be a common approach taken, whether paper based or by panel, to ensure consistency of approach.
- **Changes to roles/role profiles**  
If there are to be fundamental changes to roles, new role profiles will be drawn up to reflect the revised roles which will require evaluation under each force's job evaluation scheme to determine the grading. Where possible, use should be made of a common role profile for officers and staff from the three forces.

## 11 Support Functions

The provision of support services such as Finance and HR will need to be determined jointly by the Heads of Service of each Force in order to ensure the most practical and best possible means of delivery whilst recognising the need for suitable distribution of workloads for all collaborative ventures across both Forces.

## 12 Implementation

A phased approach is proposed to the joining of the various elements of the collaborated Scientific Services Unit as follows:

Stage One by 1<sup>st</sup> January 2012

- Senior Management Team
  - Tenprints/DNA Unit
  - Fingerprint Bureau
  - Casework Team
  - Shoe wear
  - Chemical Laboratories
  - Audio Visual
  - Visual Evidence
- Stage Two by 1<sup>st</sup> April 2012
- Scenes of Crime
  - Forensic Deployment Unit
  - Photographic

The rationale for postponing the Scenes of Crime, Photographic and Deployment Unit functions are that these are so reliant on IT systems being in place.

## 13 Conclusions

This proposal provides the opportunity for all three forces to take a more efficient and resilient approach to the provision of the Scientific Service function. This will deliver ongoing revenue savings without a reduction in the range of services provided.

The proposals would be introduced in the phased process as suggested in order to make the implementation manageable. Special arrangements would be made to implement the savings in allowances and market rate premiums in a staged approach so as to mitigate the financial impact on staff.







## 14 Next Steps

- A detailed implementation plan will be developed
- Consultation with the affected staff and their union/staff association representatives in each Force.
- A section 23 agreement will be written for the Joint Statutory Committee to approve
- A formal review will take place in 12 months after the go live date.

## 15 Consultation

<b>Name</b>	<b>Title</b>	<b>Date of Consultation</b>
Dick Johnson	Head of Bedfordshire/Hertfordshire SSU	July 2011
Helen Williamson	Head of Cambridgeshire SSU	July 2011
D C Supt Mark Birch	Cambridgeshire Head of Crime	July 2011
D C Supt Andy Street	Bedfordshire/Hertfordshire Professional Services	July 2011
ACC Steve Devine	Joint Protective Services Command	July 2011
Simon Marshall	Head of Bedfordshire/Hertfordshire Fingerprints	July 2011

## 16 Appendices

<b>A</b>	RAID Log	 Scientific Services RAID Log
<b>B</b>	Current Structure Charts	 Beds Herts Structure   Cambs Structure
<b>C</b>	Proposed Structure	 Proposed Structure   Visual Evidence Structural Chart
<b>J</b>	Impacts on Equality	 SSU Equality Impact Assessment