



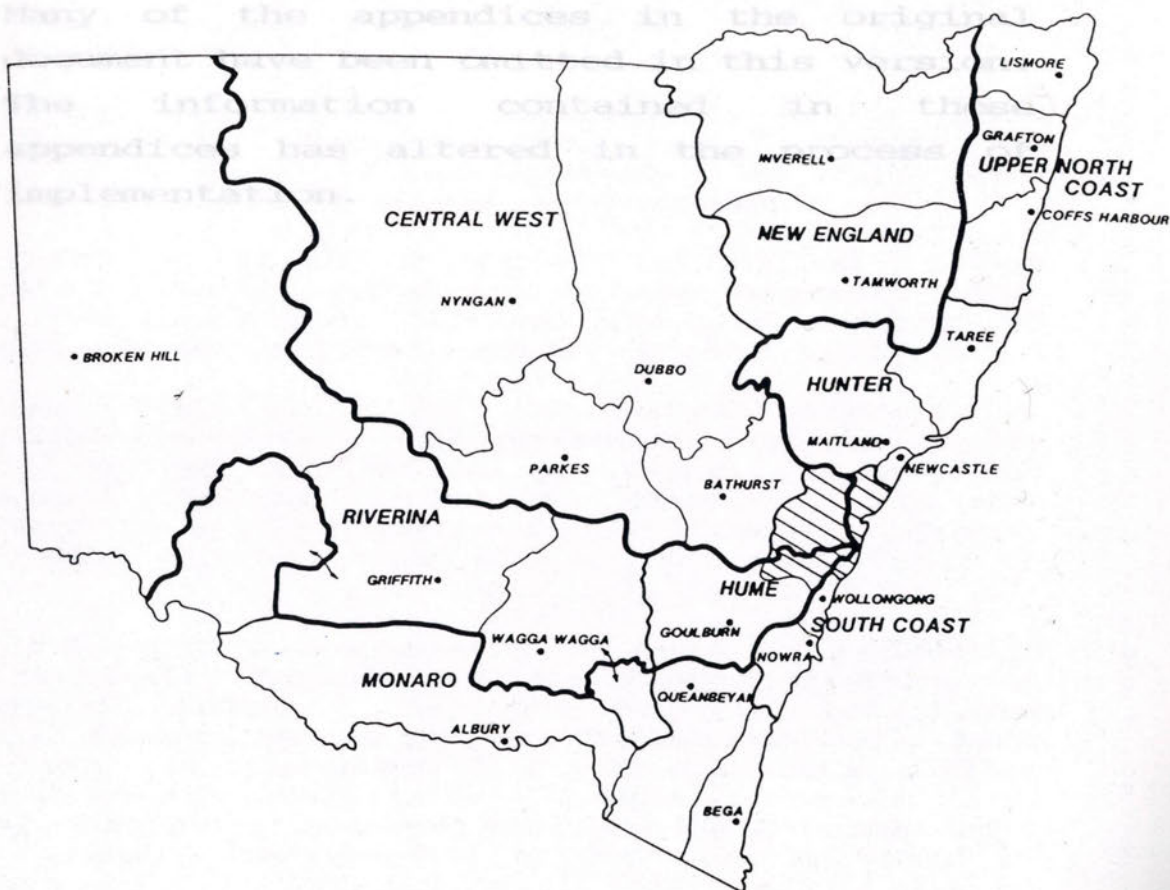
ABRIDGED VERSION OF THE REPORT

REVIEW OF

PHYSICAL EVIDENCE

NOTE:

This is an abridged copy of the Review. Many of the appendices in the original report have been omitted.



PO-0028

FINAL REPORT

20 November 1990

ABRIDGED VERSION OF THE REPORT

Dear Reader

NOTE:

Physical Evidence

between February

This is an abridged copy of the Review. Many of the appendices in the original document have been omitted in this version. The information contained in those appendices has altered in the process of implementation.

The Report in
methods of operation
status of officers
training program

The Report will
management process
support services
Fingerprint Section
responsibility of
and general staff
Regions.

The State Description
the new State of
Fingerprint Section
Physical Evidence
each under the new
Coordinators will
Scene. Similarly,
five (country) Law
Officers.

A further position
will decrease the
Physical Evidence in

New South Wales Government



Police Service

SOUTH REGION COMMAND



Level 3
3-5 Stapleton Avenue,
Sutherland, N.S.W. 2232
Facsimile: 542 0030
Fax Eaglenet: 58030

Our reference:

Your reference:

Telephone: 542 0099
Eaglenet: 58099

Dear Reader,

In January 1990 Commissioner Avery directed that a Review of physical evidence support services take place.

Between February and November 1990 an appointed committee worked at resolving vital issues effecting the services provided by the Physical Evidence and Fingerprint Sections. This committee's work was presented in the report: "Review of Physical Evidence".

In November 1990 the Report was presented to the Police Service's State Executive Group who endorsed the implementation of all 92 recommendations. The Police Board also endorsed the Report and its recommendations.

The Report in its sixteen chapters has outlined improved methods of operation, introduction of other specialist Units, areas of efficiency gains, personnel procedures, education and training programs, work conditions and equipment levels.

The Report sets out a new organisational structure and management procedures. The professional aspects of the support services provided by the Physical Evidence and Fingerprint Sections across the State will be the responsibility of the respective Section Commanders. Tasking and general policing issues will be the responsibility of Regions.

The State Executive Group selected the Regional Zone Model as the new State structure for the Physical Evidence and Fingerprint Sections. The crime scene services of the Physical Evidence Section has been divided into twelve Zones each under the supervision of a Zone Coordinator. These Coordinators will report to an Operations Coordinator, Crime Scene. Similarly, fingerprint services will be grouped under five (country) Zones pending further decentralisation of officers.

A further position of Operations Coordinator, Specialist Units will oversee the operation of the specialist Units of the Physical Evidence Section.

2

The implementation phase of the Report has commenced under the structure of a Steering Committee. Convenors have been appointed to implement nominated recommendations. An Action Profile is attached at the back of the Report outlining the Convenors and their respective areas.

The Report is a planning framework for the future direction of physical evidence services in this State. The implementation of the changes will not be an easy task for either Section, especially the crime scene area of the Physical Evidence Section. I would ask that all officers support the changes outlined in the Report. I also ask that all staff support the nominated Convenors in their areas of responsibility. Should you have any suggestions on the recommendations I would request that you contact the nominated Convenor so they can be incorporated into the implementation phase.

An evaluation of the progress has been scheduled in 18 months. I believe that in that short time frame many changes will be fully or partially in operation. Some changes will continue to occur and take effect after that evaluation.



B. Gibson
Assistant Commissioner
Commander
SOUTH REGION
28 March, 1991.

Review
of
Physical Evidence

New South Wales Government



Police Service

SOUTH REGION COMMAND



Level 3
3-5 Stapleton Avenue
Sutherland, N.S.W. 2232

Facsimile: 542 0030
Fax Easynet: 58030

Our reference:

Your reference:

Telephone: 542 0099
Easynet: 58099

20 November, 1990

The Commissioner
Police Headquarters
College Street
SYDNEY

Dear Commissioner,

I have pleasure in forwarding you the report of the Working Party on Physical Evidence. This Review was initiated by you in January this year.

The purpose of this Review is twofold:

1. To identify any shortcomings in the physical evidence resource of this Service, and
2. To develop a series of positive recommendations to correct the defects and provide a professional, top quality physical evidence resource into the twenty-first century.

Consultation and survey work has involved Region, District and Patrol Commanders and operational Police, both uniformed and plain clothes. Comparisons have also been made with other Police Forces, both within Australia and internationally.

A Working Party was convened and met regularly, discussing wide ranging issues. These deliberations resulted in the recommendations contained within this report.

This report is presented for serious, constructive consideration by the State Executive Group. I urge members to be positive and far sighted in their deliberations.

I extend my personal thanks to all members of the Working Party for their positive contributions. I particularly wish to thank Detective Senior Sergeant Tony Jeffries, Policy and Research Officer and Constable First Class Jenny Young, Principal Research Officer, for their dedicated and positive attitude to this major project. This report is a tribute to their ability.

B. Gibson
Assistant Commissioner
Commander, South Region.
Chairman, Working Party on Physical Evidence.

WORKING PARTY**Chairman:**

Assistant Commissioner Bruce GIBSON, Commander, Region South

Mr. Gibson has over twenty three years experience in the Scientific Investigation Section (now the Physical Evidence Section) culminating as one of the most highly qualified police firearms expert in the southern hemisphere. Mr. Gibson then moved to operational management in Dee Why and Darlinghurst Patrols. He then co-founded the highly successful Anti-Theft Branch of the Service. Mr. Gibson was then appointed Commander of the State Intelligence Group and founded the world respected State Intelligence Network. He has compiled many management documents that have been adopted by the Police Service and has represented the Service during overseas study tours involving forensic science and intelligence.

Policy and Research Officer (full time member):
Detective Sergeant Tony JEFFRIES

Detective Jeffries has been involved in research and policy issues since 1985 when selected by the then Assistant Commissioner Nixon as a member of the former Crime Research Unit. He has a Law degree at honours level and is a Solicitor of the Supreme Court of N.S.W. During 1987/88 he was awarded a Public Service Board scholarship and completed a Master of Public Policy degree at Sydney University. During 1989 Detective Jeffries was the policy and research officer on the Criminal Investigation Review led by Assistant Commissioner Parsons. He was seconded by Assistant Commissioner Gibson for the Review of Physical Evidence.

Principal Research Officer (full time member):
Constable First Class Jenny YOUNG, Physical Evidence Section

At the completion of an Engineering degree Constable Young worked for seven years as a professional engineer at the Traffic Accident Research Unit. Since joining the Police Service she has three years experience in the Physical Evidence Section as a Crime Scene Examiner and has successfully completed the Associate Diploma in Criminal Justice. Constable Young was seconded to the Review at the recommendation of Chief Inspector Delaforce, Commander, Physical Evidence Section.

Field Research Officer:
Det. Senior Constable David ROYDS, Physical Evidence Section

Prior to joining the Police Service Detective Royds completed a science degree and worked in the microbiology field. He has extensive experience in crime scene examination working in both city and country offices. He was recently awarded a Graduate Diploma in Management and is now studying, under scholarship, for the award of Graduate Diploma in Forensic Science at Strathclyde University, Glasgow.

Committee Members:

Chief Superintendent Barry LEANEY
Commander, State Operations Support Group

Detective Chief Inspector Henry DELAFORE
Commander, Physical Evidence Section

Detective Inspector Barry ATKINS
Commander, Latent and Crime Scene Units, Fingerprint Section

Inspector Nick STOVES
Coordinator, Investigation and Intelligence Courses,
Academy (Sydney)

Detective Senior Sergeant Warren DAY
Training Co-ordinator, Physical Evidence Section

Detective Senior Sergeant Keith THORNELL
Investigative Supervisor, Randwick

Inspector Steve IRELAND
Senior Policy Analyst, Policy, Planning and Evaluation Branch

Detective Inspector Peter BUTCHER
Commander, Training and Research Unit, Fingerprint Section

Mr. Ben TONGE, Director, Corporate and Special Projects,
Police Headquarters

Detective Senior Constable Phil HOLDER
Police Association

Detective Senior Constable Kieran SHEEHAN
Major Crime Squad, South West Region

Detective Sergeant Graham LISLE
Homicide Squad, South Region

Superintendent Jess SHEATHER
Patrol Commander, Fairfield

Detective Sergeant Paul JONES
Physical Evidence Section, Bass Hill

Detective Sergeant Terry BAKER
Physical Evidence Section

Ms. Francis MARSHALL
Leader, Central Operations, Properties Branch

ACKNOWLEDGEMENTS

The Working Party would like to acknowledge the valuable assistance of Ms. Janelle Haffendon of South Region Command.

BACKGROUND RESEARCH

The Working Party, with the co-operation of the police library extensively researched literature on forensic science services. They also assessed first hand the operation and management of the Victorian Police Forensic Science Laboratory at Macleod and the South Australian Police Technical Division and Department of State Service's Forensic Science Laboratory in Adelaide from funding provided by the Physical Evidence Section and South Region Command.

Detective Jeffries and Constable Young were successful in gaining a Departmental Research Grant to study the forensic services in England and Canada. This provided a comparative analysis of the substance of the Review's recommendations against forensic services provided in those countries.

Surveys:

- * Request for information from P.E.S. personnel and Fingerprint personnel
- * Extensive personal interview survey with city, suburban and country Physical Evidence crime scene examiners.
- * Request for information from District and Patrol Commanders, South Region
- * Survey of all New South Wales Magistrates
- * Survey of Investigators in Sydney metropolitan, country and regional crime squads.
- * Questionnaire distributed to international forensic science institutes.
- * Questionnaire to all District Commanders on operational and command aspects of the Physical Evidence Sections.

Personal Interviews:

- * Australian Institute of Criminology personnel.
- * Australian Federal Police, Scientific Section personnel.
- * Victorian Police State Forensic Science Laboratory, Macleod. Including discussions with the Assistant Commissioner, Crime, Acting Director, scientists, Technical Division Police officers, major crime squads, Prahran Police District detectives.
- * Dr. James ROBERTSON, Head, Forensic Services, Australian Federal Police.

- * South Australian Police Force. Including discussions with O.I.C., Technical Services Branch, Crime Scene Unit personnel, Police Forensic Science Section personnel, Major Crime Squad, Holdens Hill CIB, Coroner's office police.
- * State Forensic Science Laboratory, Department of State Services. Including discussions with Director and Chief Forensic Scientist.
- * Dr. Gerry McGRATH, National Police Research Unit, Adelaide.
- * Officers in Charge of Division of Analytical Laboratories and Division of Forensic Medicine, N.S.W.
- * Principal Research Scientist, Queensland Police Department, Inspector Neil RAWARD.
- * Professor BREAKSPERE, University of Technology, Sydney.
- * Dr. Frank MALLOY, Charles Sturt University, Wagga.
- * Mr. Ian BURNARD, Police Education Advisory Council.
- * Dr. Malcolm HALL, Forensic Science Technology International P/L (consultancy not felt to be required by Working Party at this stage).
- * Justice FINDLAY, Common Law Division, Supreme Court of N.S.W.
- * Mr. K. WALLER, State Coroner
- * Mr. P. HIDDEN QC, N.S.W. Bar Association
- * Mr. T. NYMAN and Mr. T. HAWTHORNE, Law Society of N.S.W.

ENGLAND

SO3 (Special Operations) Division, New Scotland Yard

Mr. Ian LUCAS
Acting Director

Mr. Peter JONES
O.I.C., Field Forces Services

Mr. Ken LUFF
O.I.C., Training and Management Section

Area 6: Kensington Police Station

Mr. Ken BUTLER
Forensic Science Support Officer

Mr. Bernie LILLEY and Malcolm YOUNG
Senior Identification Officers

Metropolitan Police Forensic Science Laboratory

Mr. Mike LOVELAND
Deputy Director

Dr. Jenny WILES
O.I.C., Serious Crimes Unit

Mr. David RUDRAM
Scientist

Doug STOTEN
Scientist

Dr. Francis LEWINGTON
Biologist

Home Office, Forensic Science Service

Mr. John GLAZE

CANADARoyal Canadian Mounted Police (RCMP), Ottawa

Chief Superintendent Bruce KING
Director, Forensic Identification Services

Superintendent Ron JACKSON
Assistant Director, Forensic Identification Services

Inspector Mike CASSIDY
O.I.C., Forensic Identification Support Section

Sergeant Grant KOEHLER

Sergeant Al MISNER
Research, Forensic Identification Services

Brian YAMASHITA
Chemist, Forensic Identification Support Section

Dr. WATKINS
Scientist, Forensic Identification Services, Ottawa

RCMP Forensic Identification Specialist Support, Ottawa

Staff Sergeant Ed PODWORYN
O.I.C.

RCMP Forensic Science Laboratory Directorate, Ottawa

Superintendent Tony PROKOP

Staff Sergeant Keith SIDDONS

RCMP Forensic Science Laboratory, Ottawa

Dr. BAIRD

Dennis NELSON

RCMP Forensic Science Laboratory, Halifax, Nova ScotiaJoe BUCKLE
Chemist, Halifax LaboratoryCanadian Police College, OttawaRCMP Staff Sergeant Eric WEEKS
Identification TrainingRCMP Forensic Science Laboratory, EdmontonDon OGLIVY
Laboratory ManagerTim FAULKNER
Assistant Laboratory ManagerRCMP Kamloops Detachment, Forensic Identification ServiceSergeant Hugh DAYKIN
O.I.C.Corporal Kevin McLARNON
Identification OfficerRCMP Forensic Identification Services, British ColumbiaInspector Glenn WOOD
O.I.C.Staff Sergeant Archie RUTHERFORD
O.I.C., Vancouver Sub DivisionRCMP Forensic Identification Specialist Support, Vancouver

Sergeant Herb LeROY

Corporal Bob STAIRS

Corporal Jack MELLIS

Metropolitan Toronto Police
(largest municipal police force in Canada)Detective Sergeant Marvin MINOR
Acting O.I.C., Forensic Identification ServicesCentre of Forensic Sciences, TorontoDr. Doug LUCAS
Director

EXECUTIVE SUMMARY

In January, 1990 the Commissioner Mr. Avery directed that an examination be held into the physical evidence sections within the N.S.W. Police Service. It was to identify any shortcomings in these sections and make recommendations for improvements. This led to the Review of the Physical Evidence and Fingerprint Sections.

The Terms of Reference were approved by the State Executive Group and have been addressed closely in the report, together with additional issues that came to light during the review.

The main findings and their associated recommendations are as follows :

1. Interaction with Investigators

The Review found that the functions and capabilities of the Physical Evidence Section in particular, and the Fingerprint Section to a lesser extent, were not sufficiently understood by investigators. These of all Police should be closely conversant with the value of scientific evidence. In part this lack of appreciation is caused by the members of the Physical Evidence Section allowing themselves to be accepted as 'photographers' of crime and incident scenes. The Review has put forward recommendations to improve understanding and communication between these two groups.

The Review believes that the image of the Physical Evidence and Fingerprint Sections needs to be changed to that of Sections providing a professional support service in the forensic area of the criminal justice system. This image can only be achieved by officers working with the highest level of expertise and professionalism in supporting the investigative officers.

2. Operational Aspects

The Review has found that operational practices in the preservation of crime and incident scenes were not held in high regard by members of the Police Service. If crime and incident scenes are not being preserved, then the purpose for which forensic science officers and forensic laboratories are established is inconsequential. The Review has attempted to overcome the lethargic approach adopted in many instances to these practices.

The Review has examined the need to set standards of excellence for the physical evidence sections, which can

become benchmarks for their performance. It recommends the development of standard procedures and external quality control of work performed. A major incident response team has also been recommended for high profile incidents.

Other areas, such as arson and motor vehicle incidents, up to now lacked the necessary expertise or staff numbers to provide a competent service to investigators. Changes to provide a service in these areas have been recommended by the Review.

3. Structural and Organisational Aspects

The Review believes that change can be commenced first through structural arrangements and second by education.

Structural changes are necessary to ensure positive leadership and supervision of a body of people who should operate at the highest level of accountability, while maintaining an impartial and ethical approach to their work.

Since Regionalisation the Crime Scene Units of the Physical Evidence Section have come under District Command. In most instances this has been to the detriment of the Organisation generally and the Crime Scene officers specifically. Ineffective control and supervision has not enhanced the performance of what should be a highly skilled area.

The Review has approached this situation by recommending an innovative approach to supervision by developing a 'Zone' model through which supervision of both Physical Evidence and Fingerprint operatives will be placed in the hands of the most competent members at the work face.

At the command end of the Section the Review has recommended positional changes which will ensure that the Zone supervisors and Specialist Unit leaders will receive control, guidance and leadership during the difficult period of change which lies ahead.

Attention has been given to personnel matters within the Sections as it will only become as professional as the interest and ability of its members permit. In these aspects the Review has sought changes to recruitment and transfer policies to invite the right type of officer into the Sections.

The second requirement for these practitioners to be professional is to ensure that the knowledge, skills and abilities of the members of both Sections are at the forefront of scientific advancement in the forensic area. To this effect the Review has sought to provide advanced training to officers through in-house training programs and perhaps more

importantly, to provide an external academic course which will not only provide increased confidence and self esteem but raise the status of the individual and therefore the Section, in the eyes of the criminal justice system.

4. Efficiency Aspects

The efficiency of the service occupies a large part of this report and covers a diverse range of issues.

Generally the issues of efficiency can be summarised into the following broad categories :

1. The number and location of Crime Scene Units.
2. The staffing levels at these Units.
3. The equipment levels and replacement practices.
4. The standard of accommodation provided to Crime Scene Examiners.
5. The identification of obsolete or unnecessary work practices.

Categories 1 and 2 need only modifications at this stage to be generally satisfactory. However, it is recommended that two additional Crime Scene Units be established which should provide a more efficient service to the community and the police investigators. The minimum staffing levels recommended at all the Units was no less than two qualified Crime Scene Examiners. To fulfil these requirements only seven officers are needed, three in the short term and a further four, if the two additional Crime Scene Units are established.

Categories three and four represent in many ways areas of neglect. Since Regionalisation, and probably before it, the necessary levels of equipment for the effective operation of a Crime Scene Unit had not been established. With District control little money has been made available to Crime Scene Units for upgrading or replacing their equipment. The overall effect is that the Police Service now faces substantial financial outlays to provide satisfactory equipment to its Crime Scene Units.

Accommodation levels at Units across the State are in great variance, ranging from thirty square metres to four hundred and thirty square metres. The Review found it necessary to establish a preliminary draft building code for the upgrading of old, or the building of new accommodation, to house both Physical Evidence and Fingerprint Crime Scene Examiners.

The last category examines work practices which are unnecessary or obsolete and absorbing the specialists working time for no logical reason. The practices identified have recommendations to resolve these issues and produce cost and time saving benefits to the Department.

In conclusion, it is believed the implementation of the recommendations of the Review will result in the future development of an efficient and professional forensic science support service to the investigator and the criminal justice system.

3.0 LIST OF CONTENTS

4.0 OVERVIEW

4.1 Introduction

4.2 Aims

4.3 The

role

4.4 Role

4.5 Role

4.6 The

4.7 Inter

and

4.8 Relation

and

4.9 Relation

labour

4.10 Relation

4.11 Work

Finan

5.0 SCIENCE

5.1 Sacro

5.2 Spec

5.3 Wasp

5.4 Tra

5.5 Cris

TABLE OF CONTENTS

	Page
1.0 LETTER TO THE COMMISSIONER	
2.0 EXECUTIVE SUMMARY	vii
3.0 LIST OF RECOMMENDATIONS	xix
4.0 OVERVIEW	
4.1 Introduction	1
4.2 A History of the Sections	2
4.3 The Physical Evidence and Fingerprints' role in the Criminal Justice System	4
4.4 Role of the Physical Evidence Section	6
4.5 Role of the Fingerprint Section	8
4.6 The Physical Evidence Discipline	8
4.7 Interaction between the Physical Evidence and Fingerprint Sections	11
4.8 Relationship with Forensic Scientists and Forensic Medicine Experts	14
4.9 Relationship with Forensic Science Laboratories	16
4.10 Relationship with Criminal Investigators	18
4.11 Work Force of the Physical Evidence and Fingerprint Sections	23
5.0 SCENE MANAGEMENT	
5.1 Background	35
5.2 Protection of Physical Evidence	35
5.3 Responsibility of First Officer	36
5.4 Training Requirements	36
5.5 Crime Scene Tape	37

5.6	Responsibilities of Investigator	38
5.7	Responsibilities of Scene Coordinator	38
5.8	Interaction of Investigators and Crime Scene Examiners at the Scene	39
5.9	Overview of Investigator/Physical Evidence Responsibilities	39
6.0 CALL OUT PROCEDURES		
6.1	Background	41
6.2	Problems with Current Policy	41
6.3	Proposed Policy	41
6.4	Interaction between Physical Evidence and Fingerprint Officers	43
6.5	Checking Procedures	44
6.6	Other Experts and the Laboratory	44
7.0 MAJOR INCIDENT RESPONSE		
7.1	Background	45
7.2	Overseas Response Teams	45
7.3	Advantages of These Groups	46
7.4	Major Incident Response Team	47
7.5	Definition of a Major Incident	47
8.0 VEHICLE EXAMINATION		
8.1	Background	49
8.2	Mechanical Examination	49
8.3	Vehicle Identification	50
8.4	Motor Vehicle Collision Investigation	52
8.5	Status of Accident Investigation Squad	54
8.6	Expansion of Vehicle Examination Unit	55

9.0 FIRE EXAMINATION

9.1	Background	57
9.2	Other Approaches	57
9.3	Problems Associated with Current New South Wales Approach	58
9.4	Fire Examination Unit	59

10.0 EXHIBIT HANDLING

10.1	Efficiency Factors	61
10.2	Canadian and English Approach	61
10.3	Proposed Method of Exhibit Handling	62
10.4	Economic Factors	62

11.0 EXHIBIT PHOTOGRAPHY

11.1	Efficiency Factors	65
11.2	Proposed Method of Exhibit Photography	65
11.3	Economic Factors	65

12.0 PLAN DRAFTING

12.1	Background	68
12.2	Canadian Approach	68
12.3	Efficiency Factors	69
12.4	Economic Factors	69

**13.0 ORGANISATIONAL STRUCTURE FOR
PHYSICAL EVIDENCE SECTION**

13.1	ZONES	71
13.2	Introduction	71
13.3	Zone Model	71
13.4	Zone Supervisor	72

13.5	Canadian Supervisory Structure	72
13.6	Need for Additional Crime Scene Units	73
13.7	Staffing Levels for Crime Scene Units	73
13.8	Regional or Centralised Model	74
13.9	The Regional Model	75
13.10	The Centralised Model	76
13.11	Criteria for Determination of Zones	78
13.12	ORGANISATIONAL STRUCTURE	
13.13	Background	81
13.14	Canadian Organisational Structure	81
13.15	Proposed Structure	82
13.16	Operations Co-ordinator: Crime Scene	82
13.17	Operations Co-ordinator: Specialist Units	82
13.18	Co-ordinator: Training/Personnel	83
13.19	Canadian Work Audit System	83
13.20	Case Management System	84

14.0 TRANSFER AND RECRUITMENT

14.1	TRANSFER POLICY	85
14.2	Background	85
14.3	Problems with Current Policy	85
14.4	Proposed Policy	86
14.5	RECRUITMENT AND SELECTION	89
14.6	Background	89
14.7	Problems with Current Policy	89
14.8	Proposed Policy	90
14.9	Advertising Positions	91
14.10	Selection Procedure	92

15.0 TRAINING AND EDUCATION

15.1	Background	94
15.2	Other Approaches	94
15.3	Problems with Current Policy	95
15.4	Proposed Policy	95
15.5	Tertiary Course	96
15.7	Police Component	97

16.0 LOCATION OF TRAINING COURSES

16.1	In-service Component	102
16.2	External Component	102

17.0 ONGOING TRAINING

17.1	Background	104
17.2	Proposed Training	104

18.0 SPECIALIST PROGRESSION

18.1	Background	107
18.2	Physical Evidence Section	107
18.3	Fingerprint Section	109

19.0 QUALITY ASSURANCE

19.1	Background	110
19.2	General Principles	110
19.3	Essential Features	111

20.0 WORK CONDITIONS

20.1	OCCUPATIONAL HEALTH AND SAFETY	113
20.2	Health and Safety Risks	113
20.3	Canadian and English Approach	113

20.4	Proposed Resolution	114
20.5	EQUIPMENT	115
20.6	Minimum Standards for Physical Evidence Crime Scene Units	115
20.7	Provision of Current Equipment Deficits	115
20.8	Equipment for Additional Staff or Units	116
20.9	Technology used in other Police Agencies	116
20.10	Equipment Replacement Program	118
20.11	WORK ACCOMMODATION	119
20.12	Special Requirements	119
20.13	Preliminary Draft Building Code	119
20.14	RENUMERATION	121
20.15	Allowances	121
20.16	Proposed Skill Levels	121
20.17	Reclassification Based on Skills	122
21.0 COSTING OF PROPOSED CHANGES		
21.1	Staffing Considerations	124
20.2	Funding Considerations	127
22.0 IMPLEMENTATION OF THE PHYSICAL EVIDENCE REVIEW RECOMMENDATIONS		
21.1	Overview	132
21.2	General Issues	133
21.3	Staff Skill Requirements	133
21.4	Transition Arrangements	134
21.5	Distribution of Review Report	135
21.6	Consultation and Staff Involvement	135
21.7	Steering Committee and Action Profile	136
21.8	Implementation Task Forces	139
21.9	Implementation Phasing	143

21.10	Post Implementation Roles	144
21.11	Evaluation Study	145
21.12	Effectiveness of Implementation Recommendations	145
21.13	Issues Requiring the Attention of the Commander S.O.S.G.	146
21.14	Conclusion	146
22.0	GLOSSARY	147
23.0	BIBLIOGRAPHY AND BACKGROUND RESEARCH	148

24.0 APPENDICES

A: Law Society of N.S.W. letter

B: Investigators Survey

C: Proposed P.E.S. Organisational
Chart

D: Zone Model

D1: Duties of Zone Supervisor

D2: Regional Zone Model

D3: Centralised Zone model

E: Scene Management

E1: Call Out Procedures

E2: Responsibilities of First Officer
at Scene

E3: Responsibilities of Senior
Investigating Officer

E4: Responsibilities of Appointed
Scene Coordinator

F: Minimum Standards of Equipment

F1: Minimum Standards of Equipment -
Costing

G: Preliminary Draft Building Code

LIST OF RECOMMENDATIONS

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
1	A suitable instruction book be prepared on the operational aspects of the Physical Evidence and Fingerprint Sections for investigators.	19
2	Workshops be conducted by the Physical Evidence and Fingerprint Sections for investigative personnel. [This is in accordance with Recommendation 4 of the Criminal Investigation Working Party Report and the findings of this Review.]	19
3	Such workshops should be augmented by the preparation of a series of videos on both the Physical Evidence and the Fingerprint Sections operative aspects. Further, these videos become part of the instructive methods by which members of the Physical Evidence and Fingerprint Sections conduct workshops.	19
4	A computerised Case Management System be developed that will, upon certain required entries, generate a report to the investigator setting out the physical evidentiary situation.	21
5	The responsibility lies with the senior investigating officer to inform the Crime Scene Examiner of any progress in the investigation (such as pertinent developments, location of further items of physical evidence, arrest of offender, earliest warning of paper committal service dates, court dates, plea, etc.).	21
6	The Crime Scene Examiner should be the co-ordinating person responsible for all physical evidence when they attend and examine the scene.	22
7	At scenes where evidence is collected by the Crime Scene Examiner, then that Examiner should be the only link (unless some exceptional circumstances exist) between the investigator and the laboratory for the submission of items, information on progress, and receipt of results of analysis.	22
8	A document setting out the responsibilities of the First Officer(s) at a crime or incident scene be prepared and that this document be capable of carrying in an officer's notebook.	36

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
9	The Physical Evidence and Fingerprint Section's training officers prepare and organise the delivery of lectures for Police recruits on their responsibilities for the protection of physical evidence at crime or incident scenes.	36
10	Such lectures, in consultation with academic staff at the Academy, be incorporated into the P.R.E.P. training program and be the subject of examination.	37
11	Patrols obtain Crime Scene Tape from the Physical Evidence Section at the Sydney Police Centre. This Tape will be carried in every operational police vehicle in the Patrol. It will be the responsibility of car crews to ensure that Crime Scene Tape is in their vehicle at the beginning of each shift.	38
12	The First Officer(s) at the scene shall have the authority and responsibility to undertake scene preservation procedures until relieved of this responsibility by the Senior Investigating Officer assigned to investigate the crime/incident.	38
13	The Senior Investigating Officer has the overall responsibility to ensure the scene (and any physical evidence) is preserved until the arrival of the Crime Scene Examiner.	38
14	A Supervisor appointed to a crime or incident scene shall undertake the duties set out in: 'Responsibilities of the Appointed Scene Coordinator'.	39
15	Wherever Crime Scene examiners are called to any incident the overall responsibility for the investigation of that incident remains with the Senior Investigating Officer. Crime Scene Examiners, however, will assume responsibility for the examining, assessing, recording and collecting of any physical evidence available at the scene.	40
16	The Crime Scene Examiner should be the co-ordinating person responsible for all physical evidence when they attend and examine the scene.	40
17	A Physical Evidence and Fingerprint Crime Scene Examiner be formally placed 'on call' at those Units where attached and that the relevant industrial award conditions be applied.	41

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
18	The Duty Operations Inspector (D.O.I.) at the Sydney Police Centre be responsible for authorisation of all call outs of Physical Evidence and Fingerprint Crime Scene Examiners outside office hours in the Sydney metropolitan and Wollongong areas.	42
19	The Senior Operations Officer (S.O.O.) at the Newcastle Radio be responsible for authorisation of all call outs of Physical Evidence and Fingerprint Crime Scene Examiners outside office hours in the Newcastle areas.	42
20	The Patrol Commander, or nominated officer, at the country station, where a request is made for Physical Evidence or Fingerprint Crime Scene Examiners, be responsible for the authorisation of all call outs outside office hours.	42
21	Workshops for Duty Operations Inspectors (D.O.I.s) in Sydney and Senior Operations Officers (S.O.O.s) in Newcastle should be conducted jointly by Physical Evidence and Fingerprint Sections.	42
22	A check list (sheet) be prepared to assist Duty Operations Inspectors, Senior Operations Officers and country Patrol Commanders in ensuring the First Officer at the scene complies with the required scene preservation procedures.	43
23	Physical Evidence officers should not be used to conduct fingerprint examinations without first checking the availability of a Fingerprint officer. Physical Evidence officers will not be used to conduct fingerprint examinations at scenes of serious crime or incident without first contacting the Senior Duty Officer, Fingerprint Section, Parramatta.	43
	Fingerprint officers will not be used to conduct Physical Evidence examinations.	
24	It is the ultimate responsibility of the Crime Scene Examiner (Physical Evidence or Fingerprint) to ensure that the other is notified to attend where they might be required. Both will then consult before beginning a scene examination.	43
25	A 'Crime or Incident Scene Preservation Procedure' check list (sheet) be completed by Crime Scene Examiners (Physical Evidence and Fingerprint) on their arrival at a serious crime or incident scene.	44

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
26	The Crime Scene Examiner, in consultation with the Senior Investigating Officer then present, is responsible to assess the need for, and call out immediately any 'expert' to the scene (eg. other Physical Evidence/Fingerprint Units, pathologists, scientists, etc.).	44
27	A Major Incident Response Team be established incorporating the Physical Evidence and Fingerprint Sections.	48
28	The current allowances paid to officers at the Vehicle Examination Unit be reviewed to align these specialists with allowances paid to specialists in other Units of the Physical Evidence Section.	50
29	Consultation take place with the Roads and Traffic Authority, with a view to ensuring that all vehicles submitted by the R.T.A. to Physical Evidence officers for examination have undergone a preliminary investigation.	51
30	Crime Scene Examiners throughout the State, when called to attend, be responsible for all physical evidence aspects of the investigation of motor vehicle collisions, whether the Accident Investigation Squad or other Police are in charge of the investigation.	54
31	The area of motor vehicle collision be reviewed to determine the need for the Accident Investigation Squad to continue, and if so, that policies be developed to recognise and support these specialist investigators.	55
32	The Vehicle Examination Unit be expanded to include the role of examining the physical evidence aspects of major vehicle collisions (accident reconstruction) and major vehicle identifications. This role is to be undertaken by trained Crime Scene Examiners specialising in vehicle collision examination in conjunction with qualified automotive Vehicle Examiners.	56
33	A Fire Examination Unit be established to examine fire scenes, when such scenes meet the proposed criteria.	60
34	Training for members of the Fire Examination Unit must include the Arson Investigation component of the Associate Diploma in Applied Science (Forensic Science) and should include relevant sections of the Advanced Certificate in Fire Technology conducted by the Sydney T.A.F.E.	60

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
35	The Fire Examination Unit be responsible for establishing and maintaining liaison with the Fire Brigade's Fire Investigation Unit.	60
36	The initial steps taken by the Review to invoke a new system of exhibit handling be advanced and appropriate trials of this system be introduced.	64
37	The practice of Physical Evidence Officers being used to photograph exhibits at Police Stations should be discontinued.	67
38	A suitable camera be purchased for appropriate Police Stations for the purpose of photographing exhibits.	67
39	A Computer Aided Drafting package be introduced within the Physical Evidence Section and that this facility be used for routing plan drafting requirements of Crime Scene Examiners.	70
40	A Zone Model (either Regional or Centralised) be introduced for the Physical Evidence and Fingerprint Crime Scene Units.	80
41	The position of Zone Supervisor be introduced. This officer to also be the Leader of a Crime Scene Unit within the Zone.	80
42	The position of Zone Supervisor in each Zone be assessed by the Establishment Control Branch for the appropriate ranking.	80
43	Pending resource availability two additional Crime Scene Units be established one at Nyngan and the other at Bega.	80
44	The minimum staffing level at each operational Crime Scene Unit be two qualified Crime Scene Examiners.	80
45	The proposed Physical Evidence Section organisational structure be adopted for both operational and training areas.	83
46	The proposed computerised Case Management System include statistical information for areas of work performance and staffing levels.	84
47	Transfer into, or out of, the Physical Evidence and Fingerprint Sections be the responsibility of the respective Commanders.	87

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
48	Transfers into the Physical Evidence and Fingerprint Sections are exempt from requirements of tenure of service in any work location. [This exemption should be stated in the policy document on transfers and in any advertisements for Physical Evidence/Fingerprint positions.]	87
49	All police transferring into these Sections begin a six month assessment period. At any time during this period the transferring officer has the option of leaving the Section. Alternatively, if the Commander of the Section decides that the officer is unsuited to the nature of the duties, then the Commander can transfer the officer.	87
50	A formalised assessment criteria for the six month period be established for all officers transferring to either Section. Such criteria is to be valid and justifiable for duty in those Sections.	87
51	Any officer transferred out of these Sections during the assessment period will be returned to his/her previous Patrol (Section), or if not available then within the same District.	88
52	Tenure of service provisions for officers within these Sections should incorporate the assessment period.	88
53	The Commanders of the Physical Evidence and Fingerprint Sections should be responsible for all transfers of existing staff to positions within respective Physical Evidence/Fingerprint Units throughout the State.	88
54	The current system of 'Relieve and Assist' positions be terminated and replaced by 'Assist' positions. These positions to be of a temporary nature and depend on availability of personnel.	91
55	All current 'Relieve and Assist' officers, working in the Section on either full or part time basis, either assume 'assist' positions or be formally assessed for entry into the Physical Evidence Section pending any Crime Scene Examiner vacancy.	91
56	Recruiting into the scene-related specialist Units of the Physical Evidence Section would have as a desirable qualification previous experience at crime scene examination.	91
57	All vacant positions in the Physical Evidence and Fingerprint Sections should be advertised in the Police Service Weekly.	92

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
58	All applicants be interviewed by a panel comprising at least two (2) senior members of the respective Section together with the Staff Officer Personnel, State Operations Support Group.	92
59	A point system, similar to other job interviewing procedures, be utilised by the panel to assist in selecting applicants. This point system to be approved by the Personnel Branch prior to implementation.	93
60	The State Executive Group support the proposed Associate Diploma in Applied Science (Forensic Science) for the Physical Evidence Officers of the N.S.W. Police Service and provide funding for its development.	98
61	Police working in the Physical Evidence Section be encouraged to enrol in the Associate Diploma in Applied Science (Forensic Science) as the basic tertiary education by reimbursement of fees by the Department.	98
62	Negotiations by the Educational sub-committee continue with the University of Technology with the view to acceptance of the Associate Diploma Course as credits towards the Bachelor of Science (Forensic Science).	98
63	Fingerprint personnel examine the components of the Associate Diploma course which are applicable to their needs with a view to structuring an appropriate Associate Diploma course in their specialist area.	98
64	All in-service training of Physical Evidence and Fingerprint officers be a component of, and come under the guidance of, the School of Investigation and Intelligence, N.S.W. Police Academy.	99
65	A person with appropriate academic qualifications, (a senior lecturer, curriculum development, from the Police Academy) should be made available in Sydney on a full time basis for the development of Physical Evidence/Fingerprint courses.	99
66	All in-service courses be properly developed to meet the academic standards required for the police component of any tertiary course and then placed before P.E.A.C. for approval.	99

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
67	Negotiations be commenced with external tertiary institutions for the acceptance of P.E.A.C. approved courses in the forensic area for accreditation at university level.	99
68	Trainee Crime Scene Examiners undergo a comprehensively assessed in service course in practical and theoretical aspects of crime scene examination, before being eligible to achieve 'Crime Scene Examiner' status. Such status recognises an officer as being competent to take responsibility for cases.	99
69	A training register be developed to enable a record to be kept of any officers course work (including in-service courses) progress and performance.	100
70	Components of the Detectives training course be selected for inclusion in the training of Physical Evidence and Fingerprint officers.	100
71	The Commanders of Physical Evidence and Fingerprint Sections be invited to have further input into investigators education programs.	100
72	It be compulsory for all Physical Evidence and Fingerprint police to successfully complete all components of in-service courses and the relevant components of the Investigators/Detectives Course, in line with Police Service requirements and their particular expertise.	101
73	Officers who fail Physical Evidence and Fingerprint courses be given counselling and the offer of remedial time, should a second failure occur consideration be given to re-deployment of that officer.	101
74	The Police Academy (Goulburn) provide, where possible, all necessary facilities for Physical Evidence and Fingerprint courses.	103
75	The T.A.F.E. components of the proposed Associate Diploma for Physical Evidence and Fingerprint Police, where appropriate, be conducted at the Police Academy (Goulburn).	103
76	A small training school be established in the Sydney Police Centre (to be later relocated to the proposed Forensic Science Laboratory) for the preparation, co-ordination of delivery and monitoring of in-service and academic lectures as well as specialised training and research.	105

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
77	All police successfully completing their six months assessment period be transferred to the Physical Evidence Section, Sydney Police Centre to undergo training and education up to the level of Crime Scene Examiner.	105
78	The Physical Evidence Training School and the Fingerprint Training at the Ferguson Centre, to fulfil their functions, be adequately staffed and resourced.	106
79	A research grant in the sum of four thousand dollars (\$4,000) be made available yearly to the Physical Evidence Training School for allocation by the Commander, Physical Evidence Section to improve operational practices and keep pace with forensic science developments.	106
80	Police, during their assessment period, be allowed to perform duties at their nearest Crime Scene Unit.	109
81	A grading system be introduced to recognise the levels of abilities of all officers in the Physical Evidence and Fingerprint Sections.	109
82	A manual of standard operating procedures be established and maintained for all Units of the Physical Evidence Section involved in forensic science. τ F/P's.	111
83	All Crime Scene Examiners to be trained in the techniques set out in the Procedures Manual and be required to demonstrate competency in those techniques.	111
84	Recognised Quality Assurance Packages be appraised and the most appropriate package be adopted and implemented within the Physical Evidence Section.	111
85	A panel consisting of the leaders of those Units, the training officer and chaired by the Commander, Physical Evidence Section, be responsible for monitoring proficiency standards of staff and the initiation of remedial action as required.	112
86	Health and safety requirements be incorporated in all procedures involved in the performance of physical evidence duties.	114

<u>No.</u>	<u>RECOMMENDATION</u>	<u>Page</u>
87	A Working Party be formed with representation from the Physical Evidence / Fingerprint Sections, Police Medical Branch, Welfare Branch, Psychological Unit, and Health and Safety Unit to address occupational health and safety issues related to physical evidence duties.	114
88	A minimum standard of equipment be recognised as essential for the performance of crime scene duties.	116
89	The Commanders, Physical Evidence and Fingerprint Sections, should receive annual funding for allocation of capital resources until each Crime Scene Unit throughout the State achieves the minimum standard.	116
90	The need for a replacement program of capital items be acknowledged and a budget be raised annually to ensure replacement of obsolete equipment with new equipment.	119
91	Minimum standards of work accommodation for the Physical Evidence and Fingerprint Crime Scene Units be ratified between the Sections and the Properties Branch and the results of that process placed before the State Executive Group for approval of new Units and the upgrading, on a priority basis, for existing Units.	120
92	A skills based salary system be examined by the Organisational Analysis Section of this Department to ensure that those officers who commit themselves to developing high level capabilities are adequately compensated and thereby encouraged to keep these skills within the Sections.	123

4.0 OVERVIEW

4.1 Introduction

The acceptance of the Criminal Investigation Working Party Report (Parsons Report) in January, 1990 by the State Executive Group included a recommendation in relation to forensic investigative services. This recommendation was:

"The Working Party recommends that the relationship between criminal and forensic investigative services be reviewed, with respect to the standards of communication and of performance; and with respect to the administrative and other difficulties which might be encountered in preparing evidence for Court."

The Commissioner, Mr. Avery directed that a review of physical evidence take place and gave responsibility to the Commander South Region, Assistant Commissioner Gibson. The Review was interpreted by Mr. Gibson to encompass all aspects of 'physical evidence', that is, a review of the Physical Evidence Section and the Fingerprint Section.

Prior to this Review the Physical Evidence Section had never undertaken a comprehensive self-study of its methods of operation or its role in the criminal justice system. Many short term studies on various sections of the physical evidence area had been considered and discussed in the past, but the pressure of day to day work and the shortage of personnel and funds had precluded an extensive study of the total area. Personnel of this Section had routinely discussed the problems, needs, priorities, operational concepts and long range plans for the section at local meetings, but the fruits of many of these discussions have not been transferred into affirmative actions.

This Review has examined data from internal reports, surveys of those involved or effected, personal interviews and comparisons with other Police Forces. The aim was to make firm recommendations to consolidate what is presently being done and to prepare a strategic framework to produce a professional section to meet the needs of the Police Service and the criminal justice system. It must be remembered that the incontrovertibility of physical evidence demands the continued pursuit of leading edge technologies, as the weight of jurisprudence dictates that second best is not good enough.

4.2 A History of the Sections

The Physical Evidence Section

The Physical Evidence Section was established under the name Scientific Investigation Bureau in 1938, as a separate entity to the already existing Photographic and Ballistics Sections. In 1939 the Bureau was enlarged to incorporate the activities of Police engaged in the preparation of plans and scale models of crime and serious accident scenes occurring throughout the State. The Bureau assumed a new structure in 1948 when it was amalgamated with the Photographic, Ballistics and Handwriting Sections to form the Scientific Investigation Bureau of the Criminal Investigation Branch. Later it became commonly known as the Scientific Investigation Section. Because of the rapidly increasing demand for its services, particularly by detectives, the Section continued to expand.

The role of the Section at that time was the attendance at all major crime scenes. The Section had the responsibility to ensure that the scene was thoroughly recorded and all matter found during their investigations was carefully preserved and submitted to the scientific authority best qualified to perform the examination.

In 1952 the Section commenced a decentralization program by establishing an office at Newcastle. The decentralisation trend continued with now nineteen country and seven metropolitan crime scene examination offices.

In 1973 the Scientific Investigation Section separated from the Criminal Investigation Branch to become one of four groups of the Scientific and Technical Services. Later the Scientific Investigation Section returned to the Criminal Investigation Branch and remained there until 1987.

In that year the Section was transferred to the State Operations Support Group and renamed the Physical Evidence Section. The administration was relocated into new accommodation at the Sydney Police Centre.

The Fingerprint Section

The N.S.W. Fingerprint Section (formerly the Central Fingerprint Bureau of Australia) is located at the Ferguson Centre, Parramatta.

In April 1902 Edmund Fosbery, Inspector-General of the New South Wales Police Force appointed Sergeant 1st Class Walter Henry Childs to introduce the system of personal identification by fingerprints into the Police Department.

In 1903 the newly inaugurated Fingerprint Section commenced operations with Sergeant Childs and Constable 1st Class J. Fowler. The Section was initially located in the front room of a small cottage in Phillip Street, Sydney.

In 1941, under the leadership of Senior Sergeant W. Ewing, the N.S.W. Fingerprint Section commenced operations as the Central Fingerprint Bureau for the Commonwealth of Australia, incorporating fingerprint and criminal records for all Australian States and Territories of the Commonwealth. Each State and Territory contributed financially to the upkeep of the Central Bureau, whilst maintaining their own Fingerprint/Criminal Records Sections. The Central Bureau collated the criminal activities of individuals through the interchange of fingerprints and related records from each State which proved highly successful.

In 1970 the first decentralised Fingerprint Section was established at Newcastle. Presently there are fourteen decentralised Fingerprint Sections located throughout the State.

In 1978 the Ninhydrin Section was established within the Bureau, and some 14,220 documents were examined for fingerprints by the use of ninhydrin chemicals. In comparison the number of documents examined during the fiscal year 1989/90 totalled 21,500.

In 1979 the National Fingerprint Computer Committee investigated the feasibility of computerising fingerprints at the Bureau. In 1985 the N.E.C. Automated Fingerprint Identification System (A.F.I.S.) was introduced. The conversion of recorded fingerprint forms of all persons born in 1941 onwards, was commenced in November, 1985. All State Bureaux supplied fingerprint personnel to convert their fingerprint records to the computer system.

By July 1987 the conversion process was completed and 1,366,727 sets of fingerprints were processed and recorded on the computer data base. In July 1989 the N.S.W. Fingerprint Section (renamed in 1987) had 616,608 sets of fingerprints recorded in the data base which represented 39% of the national data base.

Australia is presently the only country in the world which has all States linked to a centralised fingerprint computer data base system.

In 1989 remote fingerprint computer booking terminals were installed at Newcastle and Wollongong Fingerprint Sections and recently at Dubbo and Wagga. This enabled members of the Sections to have full direct input, search and comparison facilities for all their latent fingerprint inquiries.

4.3 The Physical Evidence and Fingerprint Sections Role in the Criminal Justice System

The Review believes the Physical Evidence and Fingerprint Sections play a unique role in the criminal justice system. The Sections perform the initial and crucial role in two sometimes incompatible fields: forensic science and police investigation. The need for impartiality in the crime scene can conflict philosophically with the prosecution oriented police investigation.

The work of the Crime Scene Examiner can be seen as having three distinct functions: appraising, recording and collecting physical evidence at incident scenes; providing relevant items to scientists; and presenting impartial evidence in courts of law.

The first function necessitates the Crime Scene Examiner (including specialist Unit officers: Ballistician, Vehicle or Document Examiner) performing his/her duties in an impartial and unbiased manner whilst being part of the Police investigation. The items of physical evidence located by these experienced practitioners must be allowed to speak for itself, whether or not it supports the prosecution case.

The second function creates a special relationship between the Crime Scene Examiner, the forensic science and the forensic medicine laboratories. The Examiner must be able to supply experts (forensic science and forensic medicine) with all items found at the scene or incident, which may be relevant in any criminal justice proceedings.

To enable a scientist to provide professional analysis of the evidence the items must arrive in the best possible condition with the least amount of degradation and contamination. There are inherent ramifications for those officers responsible for the protection and preservation of the scene prior to the arrival of the Crime Scene Examiner. This regard for physical evidence extends to the Crime Scene Examiner's responsibility to provide the items to the expert.

As well as collecting and providing all pertinent items to the laboratory the Examiner must be able to supply relevant and impartial information to the scientist. Information supplied which does not adhere to this requirement may cause the scientist to be less than impartial in his/her analysis and endangering their professional integrity. The integrity of each individual scientist is their platform for their credibility in the courtroom.

A laboratory gains its status from its individual members and the quality of work they produce. Should its members lose their professional integrity then the institution also suffers loss of credibility. No greater adversity would face a forensic laboratory than this kind of impeachment.

The third function is the Crime Scene Examiner's own credibility in the courtroom. The Examiner must be able to give professional opinions substantiated by their individual level of training and experience. In all evidence given to the Court the Crime Scene Examiner must be neutral, favouring neither the prosecution or the defence, when giving opinions based upon their examinations.

Faint, illegible text visible on the left page, likely bleed-through from the reverse side.

Faint, illegible text visible on the right page, likely bleed-through from the reverse side.

4.4 Role of the Physical Evidence Section

The role of the Physical Evidence Section has been the subject of widespread consultation within the Section and the Review Committee.

The role of the Physical Evidence Section is now defined as :

"The provision of specified technical support service to all Police throughout New South Wales regarding criminal, coronial and incident investigations."

This is to be achieved by:

- *Examining, assessing, recording and collecting physical evidence from scenes and items.*
- *Facilitating the examination of scenes and items by qualified experts.*
- *Providing a range of advanced forensic support services.*
- *Presenting the findings to Judicial inquiries and Courts.*

All of the above duties performed under the strictest codes of professionalism and impartiality.

There are ten (10) Units within the Physical Evidence Section which perform different functions. They are:

1. Crime Scene Examination Unit (currently with twenty six strategically located Units throughout the State).
2. Document Examination Unit.
3. Forensic Ballistics Unit.
4. Mapping Unit.
5. Photogrammetry Unit.
6. Photographic Unit.
7. Vehicle Examination Unit.
8. Video Unit.
9. Police Armoury.
10. Coronial Unit.

The role of all these Units has been produced in the, 'Handbook of Physical Evidence Section Resources', June 1990

In addition the Physical Evidence Section performs two other specialised functions:

Disaster Victim Identification, and
Facial Identification.

Disaster Victim Identification

The identification of persons, particularly the deceased, has been performed by officers of the Physical Evidence Section for more than fifty years. Following the crash of a Viscount aircraft into Botany Bay in 1961 the Physical Evidence Section, in addition to performing the incident scene examination and recording role, undertook the examination and identification of the deceased and their remains. Arising directly from this incident and role the then Detective Sergeant W.B. Ross of the Ballistics Unit developed a Disaster Victim Identification Form. This form was subsequently adopted by Interpol and is now the standard form used worldwide in relation to Disaster Victim Identification.

Expertise within the Section facilitate their role in disaster identification. Skills such as photography, detailed physical examination of features, clothing, dental and medical knowledge and familiarisation with morgue duties are a regular part of crime scene examination work.

Officers from the Section performed Disaster Victim Identification procedures and subsequent reporting to the Coroner at disasters such as Granville train disaster, Appin mine disaster, North Coast tourist coach collisions and the Newcastle earthquake. Officers of the Physical Evidence Section use the same system regularly at other incidents where identification of a victim is not possible using standard procedures (such as bodies recovered from fires or where disfigurement prevents identification by the normal means).

The D.V.I. role is currently the subject of a departmental research grant to prepare this State for any large disaster and to amalgamate all Australian Police Forces in a unified, and if needed, collective action plan.

Facial Identification

The most recent method of identifying persons from a witnesses account has been using the Penry system. This system uses a selection of photographed facial features to make a composite photograph of the full face. The Physical Evidence Section has had the responsibility and expertise for facial identification techniques for many years.

The advent of computer technology has opened the way for more sophisticated images suitable for transmission by television, newspaper or photograph. A study is in progress to identify the most appropriate system available. The Review recognises the pressing need for an improved system for facial identification and endorses the Departments approach.

4.5 Role of the Fingerprint Section

The role of the Fingerprint Section has been defined as:

"To provide all Police, Judiciary and other authorised government authorities throughout the State with a prompt, highly efficient and effective fingerprint identification service."

This is achieved by:

Recording, searching and identifying criminal fingerprint records.

Recording, searching and identifying fingerprint records regarding visa applications, Police applications, Special Constables, etc.

Searching and identifying of fingerprints developed at crime scenes.

Presenting relevant fingerprint evidence at Courts.

Identifying unidentified deceased and disaster victims.

Managing the National Automated Fingerprint Identification System (A.F.I.S.).

Providing a fingerprint service to interstate and overseas Fingerprint Bureaux and authorised Government Agencies.

4.6 The Physical Evidence Discipline

The Skill of Physical Evidence Examination

The investigation of a crime or incident is a central function of police operations. There are many facets to an investigation. One of these is the physical evidence which relates to the crime or incident. Items of physical evidence include weapons, signs of violence (such as injury or damage to persons and property), identification evidence (such as fingerprints, footprints, body specimens), items left or taken from the scene/victim/offender by the offender/victim, etc.

The tenet of physical evidence examination is Edmund Locard's (1877) principle of transference:

"Wherever he steps, whatever he touches, whatever he leaves, even unconsciously, will serve as silent witness against him. Not even his fingerprints or his footprints, but his hair, the fibres from his clothes, the glass he breaks, the tool mark he leaves, the paint he scratches, the blood or semen he deposits or collects - all of these bear mute witness against him. This is evidence that does not forget. It is not confused by the excitement of the moment. It is not absent because human witnesses are. It is factual evidence. Physical evidence cannot be wrong; it cannot perjure itself; it cannot be wholly absent only its interpretation can err. Only human failure to find it, study and understand it, can diminish its value."

Harris v United States, 331 US 145, 1947

The locating, appreciation and recording of items which have potential evidentiary value in the investigation is a specialised skill. The development of the sophistication in forensic medicine and forensic science fields has necessitated, and resulted in, the development of procedures and technology in the initial gathering and appraisal of items from the scene, a suspect or complainant. It is stressed that if the initial stage - crime scene examination - is not done with the utmost professionalism and skill then those items that are collected will not realise their scientific or legal potential in the later stages of the investigation.

To be of value the process of physical evidence examination must be timely in the investigative process, both in the scene attendance and relating information to the investigator as soon as it becomes apparent to the examiner. In this manner the information can be used to corroborate or refute the complainant's claims, locate or identify the suspect, link the suspect with the scene or complainant. It should later corroborate the brief of evidence, reconstruct and interpret the scene and incident when relating the physical evidence before a court.

The successful provision of this service to the investigation process involves complex skills, knowledge and abilities on behalf of the physical evidence examiner. The skills of a crime scene examiner by necessity extend over all types of crimes and incidents which police investigate (eg. crimes of violence, property offences, suspicious deaths, vehicle related crimes and incidents, disasters, etc.). The skills include:

- * thorough understanding of the needs of the investigation and the potential of relevant items of physical evidence;

- * thorough understanding of the investigation process and police organisational structure and operation;
- * scene searching techniques to identify physical evidence;
- * recording of the scene and items by still and video photography, measurements and plan drafting;
- * appreciation of proper handling and packaging procedures for items to minimise degradation of items;
- * facilitation of examination of the scene or items by experts (eg. ballisticians, scientists, pathologists, etc.);
- * thorough knowledge of, and the application of, legal powers in the collection of potential evidence for the investigation;
- * knowledge of support services available to the examiner;
- * reconstruction of the scene and incident from the interpretation of the physical evidence to both the investigators and to the court;
- * appreciation of scientific and medical testing procedures and requirements;
- * communication skills relating to other police, medical and scientific officers, members of the public, and officers from other agencies;
- * thorough understanding of the court process and legal testimony;
- * ability to present comprehensive, logical, unbiased, technically correct information and opinion evidence before all types of courts of law;
- * keep abreast of the developments within the physical evidence examination field to ensure that the final stage - presentation of evidence before the court - is done in the most professional manner in the interests of justice;
- * contribute to the development of the specialty field through research and the training of other examiners and police officers (eg. vehicle identification, anthropological skills, development of the application of specialised technology);
- * prepared to undertake Disaster Victim Identification duties (at the scene and/or at a morgue) at any time and at any location throughout the State. This duty requires work with deceased who may be extensively mutilated and dealing with distressed family or friends;

- * undertake facial identification procedures with victims or witnesses to crimes or incidents;
- * appreciate that crime scene duties are performed in all parts of the State and that positions in all Units must be filled to provide these specialised support services.

The specialised service of physical evidence examination has been recognised around the world as a unique area which is closely integrated with police investigations. The depth of knowledge required and the ability to demonstrate the skills necessitates full time commitment to this field. The development of expertise in the individual requires some years of training (both in class room and field) and much exposure to many types and numbers of investigations. The retention of experienced personnel becomes paramount considering the extensive commitment of the department to the development of their expertise.

The background to the physical evidence support services has been one of operational police officers who have indicated and demonstrated an interest and capability in the field. The specialty then builds upon the officers entire police training beginning with recruit training up to all the other inservice and external courses they have undertaken related to policing. It builds upon their experience as an investigator (whether from general duties or plainclothes), their understanding and experience in the legal process from arrest to court process, and their understanding of the police system and culture, and the ability to communicate effectively with other police.

4.7 Interaction Between the Physical Evidence and Fingerprint Sections

The physical evidence service within the N.S.W. Police Service includes the Physical Evidence Section and the Fingerprint Section. Whilst these are two separate entities they are related by the nature of their work.

The Working Party's research revealed that two large police agencies, the London Metropolitan Police and the Royal Canadian Mounted Police, employ one officer, an "Identification Officer", to perform both expert fingerprint and physical evidence support functions.

In London the change from separately performed functions by Scenes of Crime Officers (physical evidence) and fingerprint experts to separate Identification Officers followed a management consultant's report (the Touche Ross Report of 1986). The amalgamation of these two sections into the one was substantially done on economic grounds (however scene photography, unlike this State and Canada, is still performed

by a separate group a staff of 76 specialists and 22 non technicians), and as a proposed means of improving the collection of fingerprints.

The training program prepared for these new identification officers emphasises the fingerprint role to the exclusion of physical evidence collection till late in the program (at two and five years respectively).

In Canada the training program to achieve expert status in fingerprint examination is considerably shorter than New South Wales or London. Canadian training concentrates heavily on fingerprint comparison and photography. Again their program has no strong emphasis on the examination and recovery of physical evidence material.

The Working Party's assessment of both organisations (from management and worker levels) revealed a heavy emphasis on fingerprint examinations in these Officer's duties and a paucity of attention to other physical evidence aspects. In Canada this is acknowledged at both management and worker level with moves to address this imbalance being put into effect.

The Review believes that an integration of the two roles in this State would lead to the same imbalance experienced in these other two large policing organisations. There would, by necessity, need to be an emphasis on one area to the exclusion of the other. The status of fingerprint expert currently requires five years training and the proposed academic course for physical evidence examiners will require four years. Nine years training to require status in both fields is not realistic.

The alternative, for a combined skill, would need revised training procedures. It is conceivable that, as in Canada, a reduced training program could be given for the purpose of locating and collecting fingerprints at crime scenes. The classification and identification of collected fingerprints would be left to 'experts' at Parramatta. This level of training may be able to be incorporated into the Physical Evidence training program, to skill these members in the collection of fingerprints but could potentially lead to a down grading of the overall support service provided to investigations. The need to examine for fingerprints at the large number of scenes (eg. break and enters) would considerably reduce the time given to the examination of an individual (perhaps involved) crime scene - contrary to the need as identified in the Criminal Investigation Report and the drive to improve the physical evidence service as presented in this Report.

Therefore, at this time the Review believes these two speciality fields should be performed by different individuals. The Review has concentrated on upgrading of the Physical Evidence Section and not on the operational areas of

the Fingerprint Section. A more specific study of this Section and their procedures would be required to draw conclusions about the operational practices and level of expertise required for particular functions to supply a more effective crime scene service.

Currently, in some country areas general fingerprint examinations are performed by Physical Evidence Crime Scene Examiners, however the quality of this service has been variable. The policy of deploying fingerprint officers to Police Stations with existing Physical Evidence Crime Scene Units is supported by the Review. The Review believes that this approach will improve the professionalism of the physical evidence service to investigators.

To contribute to an improved integrated approach to the physical evidence component of criminal or incident investigations, the Review believes the ties between the two Sections should be strengthened. The Review believes that specialist fields necessitate supervision by a practitioner skilled in the appropriate discipline, separate supervision for each of the two Sections. This view is expounded in the 'Zone' model presented later in this document.

The Review, however, acknowledges a closer integration of the two disciplines and endorses a combined Crime Scene Unit. This Unit would have joint office accommodation with separate work and storage areas. The Review has examined standards of accommodation (preliminary draft Building Code for a Crime Scene Unit: Appendix G). Further comments on this accommodation level is referred to later in this report.

Close ties are felt to be essential to ensure that :

- Both groups would be aware of investigations in their geographic area.
- Increased ability to organise a unified response to scene and item examinations.
- Enhanced environment for the professional deliberations about the optimum sequencing and nature of examination most suitable to the investigation.
- There would be economic benefits and efficiency improvements using shared support services (eg. clerical support, phone answering services, reception duties, photographic facilities etc).

4.8 Relationship with Forensic Scientists and Forensic Medicine Experts

The Physical Evidence Section's officers play an important role in the interaction between Police and forensic science and medicine experts.

Police investigations include criminal and coronial matters. The police component of either type of investigation can be divided into :

1. Dealing with the people involved - the victims, witnesses and suspects.
2. Dealing with the physical items used in, or associated with, the commission of the crime.

The physical items often require examination and interpretation to assist the investigator in determining their relevance in the investigation and subsequently, the Court in deciding the guilt or innocence of the accused.

Scientific or medical examination of an item will necessarily bring together police and forensic experts. The role of each group (police and forensic science/medical experts) and their relationship must be clearly defined and separated to ensure the integrity of each group and their respective Court evidence.

The Crime Scene Examiner's (or specialist Unit Examiner) role requires him/her to perform certain duties including the collection and preservation of relevant physical evidence. Evidence must be firstly identified then collected from the scene of a crime, the victim, the suspect or at any other place. All possible evidence must be collected in a totally objective and impartial manner.

Once collected the evidence must be secured against loss, damage or degradation. It must be preserved from any possibility or suggestion of contamination. It must also be maintained in the best possible condition until delivery to the appropriate expert for examination.

The forensic science or medical expert's duties are related to the examination of the item. The forensic expert is required to make decisions on all aspects of scientific or medical procedures to be used in their examinations. The appropriate testing procedure, sequencing of testing and recording of results is the responsibility of the forensic expert. The expert is required to give impartial evidence before the Court. It is this requirement that separates this specialist from his/her professional peer group. The presentation of their independent findings at Court may support or refute the Police case against the suspect.

Although each group (police and forensic experts) performs their distinct duties there is, by necessity, a close interaction between the two groups. To ensure that any scientific or medical examination and opinion is relevant there must be an exchange of information based on the expert's need for facts of the alleged crime or incident. These facts are required for the expert's need to target the appropriate or relevant analytical procedures. The potential exists with excessive or inappropriate interchange of information or opinions (from either group) for the integrity of the experts (and subsequently, the integrity of their institution) to be questioned in the Courts.

The Physical Evidence officer is in the cardinal position to assume the role of intermediary and hence to protect the integrity of the expert. This officer must ensure that all appropriate people are aware of the necessary information related to the physical evidence aspects of the investigation. These officers have an understanding of the investigation process and a close contact with the investigators. They should also have an appreciation of scientific or medical capabilities and procedures and be able to communicate this knowledge to the investigator. Additionally, the Physical Evidence officer has played an fundamental role in the physical evidence aspect of the investigation as examiner of the scene or item. This officer is then ideally placed to provide this information to the forensic expert.

Currently the lines of communication are blurred with some investigators obtaining information on scientific examinations through the Physical Evidence officers while others are contacting the scientists directly.

The Review believes that the Physical Evidence officer should be the prime source of information (and sole source of items) to the experts. However, there is a need for communication between the scientist and the investigator where specific additional details are required by the scientist to complete the examination. Information about how a scientific examination is proceeding, or the expected results, should be channelled through the relevant Physical Evidence officer.

The Review believes that at this time relationships between Physical Evidence officers and both forensic scientists and forensic medicine experts are harmonious and in line with the need for impartiality. The Review seeks to maintain this relationship but also ensure in its recommendations that the division between the scientists and the investigators is maintained by the intermediary role played by Physical Evidence officers.

4.9 Relationship with a Forensic Science Laboratory

The Review's research in Australia and overseas has revealed the potential for a breakdown to occur in the liaison between physical evidence groups and forensic science institutions. The Review believes this situation can arise from the two groups having closely interrelated functions and staffed by people with different roles within the criminal justice system and different professional backgrounds. This can produce friction based on which group should be performing which particular tasks or give opinion interpretative evidence on certain matters.

The Review believes that there needs to be an emphasis on creating structures to circumvent this potential breakdown in relations and subsequent reduction in the overall forensic service supplied to the criminal justice system.

In both England and Canada scientists contribute to the ongoing training programs and participate in seminars for physical evidence officers. Conversely, the physical evidence officers contribute to the forensic scientists understanding of crime scene examination duties and related problems in obtaining evidence of a high quality for analytical purposes. The acceptance of each others knowledge in particular areas has led to a more unified situation. This procedure should be adopted in this State.

A second structure advocated by the Review is the location of a physical evidence training school in close proximity to the laboratory. This is described later in the Report in the training section. These training schools perform important (cross fertilisation) roles in the development of procedures and technology to improve the level of forensic support service by scientific input into the development of programs and courses.

A further structure is the establishment of a major crime unit. The London Metropolitan Police and the Royal Canadian Mounted Police have police officers in major crime physical evidence groups within the forensic science laboratories. In London the Serious Crimes Unit has experienced criminal investigators in this role. In Canada this group is comprised of experienced physical evidence officers (Identification Officers) specialising in areas such as blood stain interpretation and other advanced crime scene interpretation and searching procedures. The Review holds the belief, from overseas experience, that the establishment of a major incident response group (described later in this Report), interacting closely with the institution, will provide a close liaison role with that institution as well as their principal function of involvement in major cases.

In general case work the Review believes that both groups need to appreciate the requirements and difficulties experienced by

the other in their separate but related duties. This appreciation is felt by the Review to be truly achievable only if the two groups (physical evidence and forensic science) are located closely but not within the same structure. The tendency for friction to occur between the two groups under the same management hierarchy is high. Close proximity allows easy interchange of problems being experienced in the work performed by both groups as well as the practical advantage of transporting exhibits between both locations.

The Review agrees that some of the traditional physical evidence services provided in New South Wales are, in other Australian States and overseas, located within and under the command of the laboratory management. These services include ballistics and document examination. Both areas require the input of scientific methods and instrumentation to keep pace with the technological sophistication required to examine such items and be able maintain a high level of opinion evidence in comparison with defence expert witnesses. The Review believes that the establishment of a dedicated forensic science facility in this State should follow the trend of integrating ballistics and document examination as a laboratory function, although this may necessitate these areas being staffed by both police officers and civilian members. This is in conflict with the object of maintaining a separation of duties for police and scientists, however in these areas this situation cannot in the short term be avoided.

4.10 Relationship with Criminal Investigators

The Criminal Investigation Working Party in its final report of the 25 October, 1989 referred to the forensic investigative services at Recommendation 5. This reads :

" The Working Party recommends that the relationship between criminal and forensic investigative services be reviewed, with respect to the standards of communication and of performance; and with respect to the administrative and other difficulties which might be encountered in preparing evidence for Court"

At page 18 of that Report short reasons are supplied for this recommendation, they may be divided into three headings :

- (1) That the mesh between criminal and forensic investigation is sometimes of an inadequate standard.
- (2) The impression that some problems of communication exist.
- (3) That the supply of forensic services for Criminal and Coroners Court proceedings is sometimes adversely affected by Region and District boundaries in the metropolitan area.

The Review addressed the first two issues by seeking the views of operational designated investigators by means of a survey (Appendix B) and by personal interview.

The first two questions on the survey sought information on the knowledge of investigators of the range of services offered by the Physical Evidence and Fingerprint Sections.

The response indicated that 80% had knowledge of all Physical Evidence services and 86% had knowledge of Fingerprint services.

Although this appears to be a positive sign it also indicates that in the Physical Evidence area 20% or 1/5 of operational detectives are not familiar with all services provided. In order to enlarge their knowledge the respondents indicated that they wanted some written reference material similar to the now discontinued book 'Scientific Aids to Criminal Investigation'. In addition they also requested verbal presentations by members of the Physical Evidence and Fingerprint Sections. The Review therefore recommends that :

RECOMMENDATION 1

A suitable instruction book be prepared on the operational aspects of the Physical Evidence and Fingerprint Sections for investigators.

RECOMMENDATION 2

Workshops be conducted by the Physical Evidence and Fingerprint Sections for investigative personnel. [This is in accordance with Recommendation 4 of the Criminal Investigation Working Party Report and the findings of this Review].

RECOMMENDATION 3

Such workshops should be augmented by the preparation of a series of videos on both the Physical Evidence and the Fingerprint Sections operative aspects. Further, these videos become part of the instructive methods by which members of the Physical Evidence and Fingerprint Sections conduct workshops.

Further information was then sought in relation to the interaction of the investigators and the Physical Evidence and Fingerprint Sections at the crime or incident scene. (Addressed in questions 11 to 15 of the survey.)

Investigators were asked about the interest shown by Crime Scene Examiners in the investigator's pre-scene briefing and the thoroughness of the examination performed by the Crime Scene Examiner. Both Physical Evidence and Fingerprint officers were credited with over 95% satisfaction level.

From this point on the interaction became disjointed. The supply of information from Physical Evidence officers following their initial examination was only 57% at the level of 'Very Often'. This response was even less for Fingerprint officers with only 50% at 'Very Often'. ['Very Often' was the highest category provided in the survey].

IN THE OPINION OF THE REVIEW A PROFESSIONAL ORGANISATION MUST ALWAYS ACHIEVE A 'VERY OFTEN'.

In a breakdown of the three groups surveyed the city investigator received this level (for Physical Evidence) of information only 47% of the time against the country investigators 67% and the Regional Crime Squads 56%. (The response for the Regional Crime Squads would seem to be both inconsistent and unacceptable for major crime investigations).

When questioned about any further information being supplied to investigators after the Crime Scene Examiner had worked on the inquiry the 'Very Often' class fell to a total of 41% which breaks down to City 33%, Country 51% and Regional Crime Squads 37%. For Fingerprint officers the response was 37% as 'Very Often', with City 29%, Country 49% and Regional Crime Squads 30%.

Inquiries would suggest that in the Country areas there is better rapport due to far greater level of informal communication and association in the country.

IT MAY BE SAID THEN THAT THE ORIGINAL OBSERVATION OF THE CRIMINAL INVESTIGATION WORKING PARTY ABOUT THE INADEQUATE LEVEL OF INTERACTION BETWEEN THE TWO GROUPS WOULD APPEAR JUSTIFIED.

The second observation of the Criminal Investigation Working Party :

"that there are problems with communication"

was also considered in the survey.

The investigator was asked if they contacted the Crime Scene Examiners about evidence they may be able to produce. The 'Very Often' rating was a total of 47% of responses. (City 39%, County 47% and Regional Crime Squads 63%).

The converse was asked: did the Crime Scene Examiner contact the investigator? The 'Very Often' rating was 24%, (City 18%, Country 31% and Regional Crime Squads 22%).

The final question was asked did the investigator keep the Crime Scene Examiner informed of the status of the brief. The 'Very Often' rating was 23%, (City 18%, Country 29% and Regional Crime Squads 19%). Fingerprint responses were again lower with 'Very Often' at 20% (City 10%, Country 29% and Regional Crime Squads 19%).

Taken together there is little doubt that communication, outside of the bare necessity, is minimal.

The problem of communication between groups, even if they are involved in the same investigation will always exist. There can be no presumption that a memorandum which directs investigators to pass information onto Crime Scene Examiners, or vice versa, will resolve this situation. Such directives have never been successful.

The Review believes that the responsibility for communicating what (physical) evidence is available should rest with the Crime Scene Examiner. It is, however, recognised that a failing of human nature is to forget to pass on information. The Review believes that reports generated to investigators should be part of the overall Case Management system to be developed (see Section 13.20).

The Review therefore recommends:

RECOMMENDATION 4

A computerised Case Management System be developed that will, upon certain required entries, generate a report to the investigator setting out the physical evidentiary situation.

Survey results (from both investigators and Physical Evidence staff) indicate that investigators are failing to notify Physical Evidence staff of pertinent developments in their investigations affecting physical evidence examinations. This has also led to scientists performing tests which, in light of the new information, were unnecessary. The Review therefore recommends:

RECOMMENDATION 5

The responsibility lies with the senior investigating officer to inform the Crime Scene Examiner of any progress in the investigation (such as pertinent developments, location of further items of physical evidence, arrest of offender, earliest warning of paper committal service dates, court dates, plea, etc.).

In conjunction with this recommendation, the Review is aware that it is not an uncommon practice for both Crime Scene Examiners and investigators to present items of evidence to the laboratory in the same matter. Problems have also arisen with both groups requesting information from laboratory staff. This situation has led to complaints from scientists about the unnecessary duplication of requests impacting upon their already heavy workload.

To overcome these problems the Review recommends:

RECOMMENDATION 6

The Crime Scene Examiner should be the co-ordinating person responsible for all physical evidence when they attend and examine the scene.

RECOMMENDATION 7

At scenes where evidence is collected by the Crime Scene Examiner, then that Examiner should be the ONLY link (unless some exceptional circumstances exist) between the investigator and the laboratory for the submission of items, information on progress, and receipt of results of analysis.

This does not preclude communication between the scientist and the investigator in circumstances where the scientist requires direct information about the incident. However, the impartiality and integrity of the scientist (and the laboratory) must always be paramount.

The final issue raised by the Criminal Investigation Working Party :

"That the supply of forensic services for Criminal and Coroners Courts is adversely effected by District and Regional boundaries in the metropolitan area"

was found to be a broader issue, not being restricted to metropolitan areas but extending across the State.

This issue is interrelated to the issues of supervision, management and organisational support which the Review has addressed in the concept of a 'Zone Model' discussed later in this report.

4.11 Work Force of the Physical Evidence and Fingerprint Sections

The Review has deliberated on the question of what areas of the Physical Evidence and the Fingerprint Sections are best staffed by civilians or sworn police officers. The Review considers that the grounds for any future changes would be based on economic, efficiency (including ability and enhanced performance) or any future potential gain resultant from change.

(a) Physical Evidence Section

The Physical Evidence Section as previously stated is comprised of ten Units. The Review is aware of the policy for privatisation of the colour laboratory processing section of the Photographic Unit. Further consideration of the allocation of civilians to this Unit will not be required of this review.

Document Examination

In keeping with Victoria, South Australia, England and Canada it would be expected that the Document Examination Unit would become part of the Forensic Science Laboratory when established. The timing of this changeover would be dependent on the availability of staff at the laboratory to undertake these functions. Initially it could be expected, like other forensic science laboratories, that police would perform this function working in the laboratory, with civilians, until such times as the laboratory could dedicate staff to these functions, or retain dedicated police document examiners.

Ballistics Unit

Like Document Examination the physical evidence specialisation of Ballistics has become an integral part of Forensic Science Laboratories in Victoria, England and Canada. It is acknowledged by the Review that this process would occur in N.S.W. with the establishment of a dedicated forensic science laboratory. Whilst there is some civilianisation of ballistics duties in those laboratories there remains a considerable police staffing involvement.

The Review acknowledges that some functions could be undertaken by trained civilian staff in New South Wales. In particular these duties include 'bench' functions at the laboratory which do not involving scene attendance and use of police powers. There are, however, other duties that benefit from police staffing. These areas include the scene examination of serious shootings, bombings and the assessment and investigation of improvised explosive devices (I.E.D.). The rationale for scene examination duties as performed by police officers is discussed below in the Crime Scene Examination Unit discourse.

The inclusion of this Unit within a laboratory would also require the assessment of the current I.E.D. function of the Unit. Whether this role would be seen as a forensic science role is doubtful.

Currently, the Police Service provide the state wide scene assessment of all potentially explosive devices. The collection storage and disposal of these devices and explosives generally is the responsibility of the Army. Discussions between the two groups have foreshadowed changes in the areas of responsibilities in regard to commercial explosive disposal. Should the Army withdraw their involvement in this area (or in any other area related to the Police Service's responsibility for the protection of the community in regard to explosives) then the impact on resourcing (human and equipment) would need to be evaluated.

The Review is aware that other States have separate bomb units staffed to provide I.E.D. appraisal, explosive disposal, reporting structures, data bases for assessing statistical information and providing bomb intelligence. Perhaps a civilian member, with appropriate qualifications, should be employed by the N.S.W. Police Service to co-ordinate the assessment and disposal of explosives or devices as well as maintain specialised equipment and bomb related intelligence and training.

The Review believes that the resolution of these issues would best occur in conjunction with the eighteen (18) month evaluation of the Review's recommendations when more reliable data and statistical information should be available.

Mapping and Photogrammetry Units

The Mapping and Photogrammetry Units were the subject of a report into their functions within the Physical Evidence Section in July, 1989. As a result these positions were examined in December, 1989 by the Establishment Section who applied the integration policy and approved the Photogrammetry Unit for three civilian positions and the Mapping Unit for two civilian positions (previously both Units were fully staffed by police officers).

Video Unit

The Video Unit provides professional quality video recordings of incidents supporting Police investigative and operational activities. Of the services provided by this Unit those related to operational matters require the operator to be a sworn police officer. This Unit has recently been examined by the Establishment Section to determine if these positions could be filled by civilians. The Review understands that the result of that assessment was to maintain the current staffing by police.

Police Armoury

The Police Armoury does not require the services of a sworn police officer for effective operation and most positions within this unit would appear capable of being staffed by qualified civilians. The Establishment Section has previously recommended that the position of officer-in-charge and second in command remain as police positions, this recommendation was approved. The Review is, however, aware that positions within this area have been widely advertised to the general public without success. The current situation appears to be that although police officers are not generally required within this Unit there are no civilians interested in this type of work, as such the positions have to be filled by police officers.

Crime Scene Unit

England is the only place known to the Working Party that employs civilians to perform crime scene duties, that is, both fingerprint and physical evidence duties performed by civilians. The system of civilian Scenes of Crime Officers (S.O.C.Os) has been operating in England for over fourteen years. It should be noted that this arrangement has not been followed by any other country using the British system of justice, nor in any other country which the Working Party examined.

In 1987 Touche Ross Management Consultants completed a review of scientific support for police in England. Much of this report was highly critical of the forensic science service. The report led, in part, to the London Metropolitan Police establishing an Identification Officer (IdO) class to meet the need of ensuring that the Fingerprint Branch provided a greater and improved support service to the Force. The training course designed for the IdO's was to equip them to be an omniscient person: a fingerprint examiner and physical evidence retrieval officer. The program extends over five years concentrating principally on training to achieve expert status in fingerprint examinations.

An outline of the training course is as follows:- in the first year recruits receive basic fingerprint training and awareness lectures are presented on Scenes of Crime work; this is followed by entry into the Fingerprint Bureau at New Scotland Yard to commence 'on-job' training; after two years a basic forensic awareness course is provided over two weeks; years 3, 4 and 5 provide further intensive fingerprint training; at year 5 the officers attend a six weeks forensic science studies course concentrating on minor crime scene examination; following another year of field experience officers become eligible for an advanced Scenes of Crime/ Forensic Science course, designed to cover major crime scene examination eg. sexual assault, robbery etc. It may be factually stated then that this new concept of Identification Officer concentrates on fingerprint collection and identification and not on forensic science concepts.

New South Wales has a Fingerprint Section which requires its officers to complete five years training and experience to reach the status of 'Fingerprint Expert'. The training program has recently been restructured for these officers and it is currently awaiting approval from the Police Education Advisory Council. This may result in officers completing their training before the nominated five year mark.

As a further comparison it must be noted that under the London system a separate section takes the photographs at crime and incident scenes. Our discussions with IDOs revealed this to be an inefficient practice. Photographic functions are performed by our current Crime Scene Examiners: a system which is more practical with economic advantages.

The Working Party interviewed Mr. Ian Lucas, the Acting Director of the Identification Services and Mr. Peter Jones, Head, Field Force Services. Both people projected a highly favourable picture of the operations of the Identification Section staff.

The Working Party visited a Police Station housing operational IDOs in one of the Areas (London is divided into eight operational Areas). Interviews there indicated the principle work of the IDO's is fingerprint discovery and lifting. Little was done in regard to forensic evidence other than retrieval (collection and packaging) at the scene for later conveyance to the laboratory (located centrally in London). The work accommodation of IDOs was such that no facilities were available for forensic examinations or comparisons of any item retrieved nor were there any facilities for essential tasks such as the drying of wet items (eg. blood stained clothing) prior to delivery to the laboratory.

The Working Party believes that as far as the training and conditions under which IDOs operate, there is little to be gained from this State copying the English model.

What is the potential gain, or loss, from staffing our scene examination area with civilians? The approach to this question must be dealt with logically based upon the research undertaken by the Review.

(i) Interaction with Investigators

The Review of Physical Evidence was instigated as a result of the Criminal Investigation Report which found that the relationship between investigators and forensic investigative services was inadequate. There was a recognition by criminal investigators that they needed to rely more heavily on scientific evidence in their investigations and to do this required a stronger relationship with physical evidence and fingerprint officers.

The Review found that investigators were very satisfied with the work performed by both Physical Evidence and Fingerprint Officers (95% satisfaction). This level of satisfaction stemmed from many areas: the acceptance of Crime Scene Examiners as experienced police officers with knowledge of the investigation process and the police organisational and operational structure; an expectation that Physical Evidence Officers had previous Court experience and could be expected to present their evidence in a professional manner. In contrast investigators in England regarded the IdOs as collectors of items for subsequent examination in the laboratory and not as officers who could provide opinion evidence (aside from fingerprint identification) on physical evidence aspects of the investigation.

In the investigation of serious crimes in London the crime scene examiner is the Laboratory Liaison Officer, commonly referred to as the Lab Sergeant. These police officers are in the Serious Crime Unit of the Metropolitan Police Forensic Science Laboratory. There are twelve experienced Detective Sergeants under the command of a Detective Inspector. From our discussions with the Laboratories management, the Laboratory relies heavily on the police experience of these officers to integrate the forensic aspects to the investigation process.

The Review holds the belief that it will only be through close interaction between investigators and Crime Scene Examiners and the acceptance of each others capabilities that the maximum potential of forensic evidence at any crime or incident scene will be realised.

(ii) Efficiency

The Review has looked at both the management and supervision of Crime Scene Examiners throughout the State. The Review concluded that a more structured system would provide the framework for improved professional output and increased work performance from Examiners.

The acceptance of the Reviews recommendations would result in the imposition of a traditional chain of command, with control flowing from the Commander through to Zone Supervisors and onto the Examiners located in twenty six Units throughout this State.

The Review then considered the actual work performed by Crime Scene Examiners and would submit that the technical examination of a scene of crime is a function so closely involved with operational policing as to be part of it, and that the two areas cannot be separated. Crime scene work is performed at completely chance venues necessitating a Police presence in both control of the scene, public and media. Large scenes are invariably organised on an emergency basis. The examination is so interconnected with the intelligence aspect of the investigation that it could not be separated.

It is not then comparable with clerical, administrative and other functions which can be performed by civilians in the context of efficiency.

The interviews conducted during the Review provided abundant evidence to show that intermixing civilians and police performing exactly the same job, but working under different awards and conditions, was not successful. This arrangement placed pressure on working relations, leading to a breakdown in morale and a reduction in work performance.

In any move towards civilian staffing it must be realised that there can be no immediate changeover in an area involving extensive training and experience. There would be considerable time, between five years and ten years, before experienced civilian crime scene officers could staff the many Crime Scene Units located throughout the State.

(iii) Selection of Crime Scene Officers

The selection and recruiting of suitable Crime Scene Officers from members of the Police Service has been outlined in this Review. At the present there is no suggestion that there are inadequate numbers of applications for this work to necessitate this Department to advertise outside the Service.

However, if it was considered prudent to move to civilian staffing of crime scene duties the following difficulties could be expected to be experienced:

- a. There is no ready work pool from which to recruit civilians who have either the knowledge or experience to perform crime scene duties.
- b. It is highly unlikely that this organisation would be able to attract academically trained people to perform this work. The salary, length of service required to train and develop the expertise, and lack of career prospects would make this kind of work generally uninviting. It should also be noted that the most relevant graduate qualification - a science degree - is only relevant to any one specific area, eg. chemistry, microbiology etc. and not across the broad range of duties currently performed by Crime Scene Examiners (see 'The Skill of Physical Evidence Examination'). These duties extend beyond the traditional scientific disciplines and includes, for example, searching techniques, drafting, investigative requirements, legal powers and the 'forensic' (or Court) aspect and presentation of evidence.
- c. Civilians, like police, would need to be centrally trained initially then located in all areas of the State. Some areas are not regarded as highly as

others and filling these positions, or transferring staff, may be more difficult with civilian staff than police officers who join the Service with the knowledge of mobility of work place. The potential outcome may necessitate either the continued employment of some police officers in Crime Scene Examination or the closing of some locations. Neither of these courses is acceptable to the Review.

- d. To perform all their work requirements civilians would need to be sworn in as Special Constables. There is a need to obtain evidence from suspects and offenders under the provisions of the Crimes Act which vests such powers in police officers. The other option would be to alter all legislation which effects evidence gathering.
- e. There would need to be an understanding by civilian crime scene officers that their duties would encompass areas not performed by civilians in England, such as Disaster Victim Identification, facial identification, fire investigation, motor vehicle collision examination and other interpretive examinations that lead to opinion evidence being presented to the Courts.
- f. It is well documented that police officers leave the Physical Evidence or Fingerprint Section for other types of police work, often in the General Duties area. The loss to these specialist Sections is in some way balanced by those officer's knowledge and experience which can be applied operationally as first officer to the scene or investigator of the incident. No such benefit would flow in the event a civilian leaves the specialised area of the Police Service.

The Review, therefore, has taken into consideration many factors which may influence the proposition that crime scene examiner positions could be filled by civilian staff. The conclusion is that under any potential reasons to civilianise this area there is not one which would outweigh maintaining this area as a police staffed function.

Vehicle Examination Unit

The Vehicle Examination Unit has been the subject of close scrutiny in this Review related to the increased demand for these specialised services. As described later in this Review this Unit currently suffers from the need to attract police officers who are qualified automotive mechanics prepared to be the subject of close cross examinations and be pitted against defence experts in the Courts.

In summary, the Review believes that the Unit should be expanded from its current status to reflect the demand for its services and the skills and training required to perform various roles. There are three functions related to physical evidence examinations identified by the Review (and discussed in detail later in the report), namely:

1. Mechanical examination
2. Vehicle identification
3. Vehicle collision examination

The Review believes that all three functions, being interrelated, should be amalgamated under an expanded Vehicle Examination Unit.

In brief the Review proposes that:

a. Vehicle Identifications:

When related to major investigations, these should be undertaken by trained Crime Scene Examiners (police officers) who have knowledge and interest in motor vehicles. Appointment to this position would be on a short term basis, say two years, to prevent the Examiner from losing other Crime Scene skills. These officers, where necessary, would be supported by qualified automotive mechanics. Other motor vehicle investigations distant from this Unit would normally be undertaken by general Crime Scene Examiners. The argument for retaining police as Crime Scene Examiners in this area is that detailed in the previous discourse on the Crime Scene Examination section.

b. Motor Vehicle Collisions:

Major vehicle collision examinations (aside from mechanical examination) would also best be undertaken by Crime Scene Examiners specialising in this field. An outline of these duties and expanded training is given in Chapter 8: Vehicle Examination.

c. Mechanical Examination:

These require the expertise of qualified automotive mechanics. To attain this qualification an individual must undergo an apprenticeship. By necessity police applying for this area must have achieved their qualifications prior to entry to the Police Service. There is difficulty attracting police to these positions. This may be related to the low allowances (Grade 3, which is about half that of Grade 4 which other members of the Physical Evidence Section receive), the heavy court load, the type of work, the transfer policy of remaining five years, the need to work from the Unit's one city location, the frequent travelling component to country areas,

or the pay scale generally for this type of work (civilian pay scales are normally higher and do not have the demands of court work).

The Review believes the staffing problem may be addressed by a combination of factors:

1. Increase the allowance paid commensurate with the requirement for these staff to have prior qualifications.
2. Contract some tasking to approved outside agencies or individuals (such as the Roads and Traffic Authority mechanics) in Sydney and country areas.
3. Secondment, where necessary, of identified non-Sydney based qualified Police automotive mechanics to specific tasking under the direct supervision of the Zone Supervisors (discussed later in this report). These seconded officers could undertake both mechanical examinations and vehicle identifications in their local area.
4. Provide some positions for short term appointments to the Vehicle Examination Unit of qualified Police automotive mechanics to cover excess work load periods and provide a wider base of expertise.

The Review does not believe that the employment of civilian qualified automotive engineers to the Unit would be effective in the long term. The reasons for this assessment are that the civilians would be, by necessity, on a higher pay scale than the equally qualified police leading to work place disharmony; civilians would require the same amount of on going training as needed by police (no cost savings in this requirement); unless salary scales were continually adjusted to reflect changes in industry rates the probability of staff leaving would be high; and the potential turnover of civilian staff presents problems for later court appearances (two or more years after the examination).

(b) Fingerprint Section

The Fingerprint Section has a central office at Parramatta with fingerprint experts located in twelve locations throughout the State. All charge fingerprints received from police Patrols are processed in the computer for subsequent manual identification for possible criminal history presentation at Local Courts.

The staffing of the Units of the Fingerprint Section (at Parramatta) is:

Searching Unit

This Unit processes the fingerprints taken from suspects charged at Police Stations. The information from the hard copy fingerprint form is entered into the Automated Fingerprint Identification System (A.F.I.S.) computer. The two main functions for inputting the relevant information is Fingerprint Reader (for reading the fingerprint forms and detecting the digitised image) and the Fingerprint Input Monitor (determines the minutia characteristics and records the digitised images in the computer data base). At present these functions are being performed by police officers.

There are six civilian members attached to this Unit. Their duties are to input relevant information from the hard copy charge fingerprints to determine recidivists from 'unknown' suspects on a name check only.

After the hard copy fingerprint form has been processed by the civilian members police officers, experts or in training, input the data on the Fingerprint Reader and Fingerprint Input Monitor and perform the final processing comparison and identification procedures.

The authorised work force in this Unit is:

Police fingerprint experts (or in training)	45
Civilians	6

The Review recognises that there are six positions currently held by police officers that could be filled with either police or civilian members, the remaining thirty nine positions are required for police fingerprint training purposes.

The potentially civilian filled positions would involve them operating the Fingerprint Reader and Input Monitor together with the existing civilian personnel. Rotation between these tasks is considered desirable to maintain efficiency levels, staff motivation and job satisfaction.

Crime Scene Unit

The members of the Crime Scene Unit attend the scenes of crime and incidents to examine, develop and photograph all latent fingerprints. The photographed latent fingerprints are returned to Parramatta for processing in the Latent Unit for subsequent comparison and identification. All personnel in the Crime Scene Unit are police fingerprint officers, either experts or those in training.

The authorised work force in this Unit is:

Police fingerprint experts (or in training)	39
Civilians	0

The Review appraised the operation of the London Metropolitan Police civilian Identification Officers and the Royal Canadian Mounted Police's sworn officer Identification Officers. Assessment of these two approaches from the management and operational level, revealed that there were advantages in maintaining police officers in this area. The reasons for maintaining the status quo are the same as those detailed in the Physical Evidence Section's Crime Scene Unit work force rationale.

In addition the Review believes that a mixed work environment (with police and civilian members performing the same tasks) is detrimental to the Section's ability to provide an effective and efficient fingerprint support service. Disharmony resulting from different pay scales and related benefits and different realisations of career path effect the Section's performance at the worker level.

Latent Unit

The members of this Unit are closely with those in the Crime Scene Unit. The Latent Unit receives all negatives of latent prints photographed at crime scenes throughout the State, together with exhibits taken to the Fingerprint Section for examination.

After the negatives have been processed and developed they are traced and relevant information entered into the A.F.I.S. computer system. The list of possible candidates produced by the computer is compared against the photograph of the latent print from the crime scene.

The processed film is then printed for comparison with computer's nominated candidate list and also for comparison charts for Court presentation. At present developing functions are undertaken by three police fingerprint officers as part of their training.

The Review believes that two positions could be optimally filled with trained photographic technicians and one rotational police position for fingerprint expert training.

The authorised work force of this Unit is:

Police fingerprint experts (or in training)	33
Civilians	5

The current civilian staff undertake administrative support functions within the Unit.

The Review recommends no changes to the current work force of this Unit apart from that suggested in the photography processing function.

Training and Research Unit

This Unit provides appraisal and instruction on new techniques and procedures for fingerprint examination and recording, and computer software and operational procedures to ensure and maintain a high quality fingerprint service. The fingerprint personnel are trained on a national basis to maintain consistency in fingerprint identification standards.

The authorised work force of this Unit is:

Police fingerprint experts	3
Civilians	0

All positions within this Unit require the training officers to be qualified fingerprint experts.

Summary

In the training of fingerprint officers to certification as experts the Section's philosophy is to graduate generalist experts trained in all aspects of the fingerprint science. These officers, therefore, undergo rotation duties in three Units (Searching, Crime Scene and Latents). New South Wales is recognised and respected throughout the world as a leader in this discipline and this acclaim is due in part to the extensive training program undertaken by its staff.

(c) Conclusions on work force

The Review concludes that there are positions within both the Physical Evidence Section and the Fingerprint Section that could be filled with either sworn or unsworn officers. However, there are positions which are best filled with officers with operational policing experience. To do otherwise with these positions would be to the detriment of overall quality of the support service provided by these two Sections.

5.0 SCENE MANAGEMENT

5.1 Background

Before approaching the issues of management and operational aspects of the Physical Evidence and Fingerprint Sections the Review believes that its fundamental responsibility is to stipulate the requirements of scene management. It is the components of this area which dictate the potential effectiveness of forensic science in criminal investigation. They may be categorised under two headings :

- (a) The protection of the scene prior to the arrival of investigators or crime scene examiners.
- (b) The interaction of investigators and crime scene examiners at the scene.

5.2 Protection of Physical Evidence

Since the inception of the Scientific Investigation Section in 1938 the protection of physical evidence at the scene has been a constant source of complaint. Examples can be given of how all types of crime and incident scenes have been unnecessarily contaminated or altered with ensuing loss or degradation of physical evidence as a result of actions (or inaction) by police and civilians.

Various procedures to overcome this problem have been put forward in the past but it would appear to have little effect on reducing the impact of this problem. Recent examples clearly highlight that physical evidence protection practices are disregarded either through ignorance, lack of initiative, or perceived lack of authority. It is a situation which if raised in Court proceedings has the potential to destroy valuable evidence and render meaningless any good forensic work.

The Review has attempted to consider all past policies as well as practices in other States in an attempt to resolve this critical issue. Unquestionably the initial steps taken by those first at the scene are vital in the chain of identification, collection, handling, and analysis of the physical evidence. The practices must be improved to a standard which will eliminate as far as possible losses of evidence and suggestions of contamination of collected evidence.

The Review believes that substantial advances will only be possible through comprehensive education of operational police together with a system of checks and double checks of required procedures.

The fundamental rule then is to preserve the scene intact, thus protecting the evidence contained therein, until the investigating officer has taken command. In most instances crime and incident scenes are discovered and reported by citizens. Usually uniform police are then the first Police to attend. An inexperienced officer may, in serious or chaotic situations, not be able to control the situation and forget their duties at the crime scene. Thus all the expertise and instrumentation that any forensic science laboratory can offer will be rendered totally impotent if the evidence has been inadvertently damaged or destroyed.

5.3 Responsibilities of First Officer

The Review has analysed the practical steps which should be taken by the first officer(s) on arrival at the scene to ensure the protection of evidence. These steps have been compiled into a document: 'Responsibilities of First Officer(s) at Scene' (Appendix E2). To ensure that these steps are undertaken the Review believes that a copy of this document should be carried by all Police officers. The Review therefore recommends :

RECOMMENDATION 8

A document setting out the responsibilities of the First Officer(s) at a crime or incident scene be prepared and that this document is capable of being carried in an officer's notebook.

5.4 Training Requirements

The Review believes that the execution of these responsibilities of evidence protection will necessitate training, especially for Police recruits. Currently the P.R.E.P. program provides an inadequate allocation of time for physical evidence and fingerprint procedures and requirements.

The Review has assessed the time required for effective delivery of appropriate lectures would be a minimum of thirty (30) hours. This time is consistent with that allocated to training in Victoria and South Australia. The Review therefore recommends :

RECOMMENDATION 9

The Physical Evidence and Fingerprint Sections' training officers prepare and organise the delivery of lectures for Police recruits on their responsibilities for the protection of physical evidence at crime or incident scenes.

RECOMMENDATION 10

Such lectures, in consultation with Academic staff of the Academy, be incorporated into the P.R.E.P. training program and be the subject of examination.

5.5 Crime Scene Tape

The Review has also examined practices in other Australian jurisdictions and overseas in the methods of preventing unnecessary entry into crime and incident scenes. The most effective tool would appear to be the use of tape to provide a physical barrier to the scene.

The Royal Canadian Mounted Police Forensic Identification Service tape the scene on the arrival of the first Identification Officer (or Crime Scene Examiner). Obviously, this system does not provide any benefits from the time the first police arrive (the earliest possible time the scene can be 'taped' until the forensic specialist arrives). The use of this method is not endorsed by the Review because of the contamination that may take place prior to the arrival of the Identification Officer.

New South Wales has traditionally attempted to have the first officer at the scene protect and seal it from intrusion (police or public) with Crime Scene Tape.

The main problem being experienced is that although Crime Scene Tape is available its purchase is at the discretion of the Patrol Commander. Use of the Tape is not widespread.

The Review believes the Commander of the Physical Evidence Section should be responsible for the supply of Crime Scene Tape, this will ensure that each operational police vehicle is then equipped. It is suggested that in implementing this recommendation the tape could be purchased from the manufacturer on a spool, thus allowing it to be rewound after use. It is further suggested that the Motor Vehicle Branch at the time of fitting out new vehicles could place a fitting in the boot to hold the tape spool, again this is a matter for implementation procedures.

To overcome the problem of Crime Scene Tape not being available to the First Officer at the scene.

The Review recommends :

RECOMMENDATION 11

Patrols obtain Crime Scene Tape from the Physical Evidence Section at the Sydney Police Centre. This tape will be carried in every operational police vehicle in the Patrol. It will be the responsibility of car crews to ensure that Crime Scene Tape is in their vehicle at the beginning of each shift.

5.6 Responsibilities of Investigators

The Review believes that if the First Officer at the scene is to be held responsible for its preservation then that officer must be given the authority to control the scene. This authority would continue until relieved by the Senior Investigating Officer. The Senior Investigating Officer should then be responsible for the preservation of the scene. (Appendix E3 : 'Responsibilities of the Senior Investigating Officer at Scene'). The Review therefore recommends :

RECOMMENDATION 12

The First Officer(s) at the scene shall have the authority and responsibility to undertake scene preservation procedures until relieved from this position by the senior investigating officer assigned to investigate the crime/incident.

RECOMMENDATION 13

The Senior Investigating Officer has the overall responsibility to ensure the scene (and any physical evidence) is preserved until the arrival of the Crime Scene Examiner.

5.7 Responsibilities of Scene Co-ordinator

The Review took into consideration that some scenes, because of their nature, may require the presence of a Supervisor from the local Patrol to assist both the First Officer at the

scene, Crime Scene Examiner and the Senior Investigator. In circumstances where a Supervisor is requested and attends, this officer will be responsible for the duties specified in Appendix E4 : Responsibilities of the Appointed Scene Co-ordinator. The Review therefore recommends :

RECOMMENDATION 14

A Supervisor appointed to a crime/incident scene shall undertake the duties set out in : 'Responsibilities of the Appointed Scene Co-ordinator'.

5.8 The Interaction of Investigators and Crime Scene Examiners at the Scene.

The professional investigation of a crime or incident has always required competent criminal investigators who can assemble a multiplicity of evidentiary factors in preferring a criminal charge against a suspect. Investigative procedures have traditionally relied heavily on obtaining admissions as evidence against the suspect. The Courts and the community are now more readily persuaded by objective and impartial evidence by which they can weigh the guilt or innocence of an accused. This objectivity may be met by the increased use of forensic science to provide corroborating evidence.

When investigative and physical evidentiary aspects are integrated this may provide the most professional approach. Although both functions are specialised areas it is acknowledged by this Review that the investigator (of any incident: crime or otherwise) is the officer in charge of the investigation. The Physical Evidence and Fingerprint Sections provide valuable expertise as a support service to the investigator.

5.9 Overview of Investigator/Physical Evidence Responsibilities

Which group (investigator or physical evidence) has 'control' of the scene is a contentious issue for all Police Departments. This Review believes that the responsibility and authority for the investigation lies with the senior investigator and hence the overall responsibility and authority for the crime or incident scene. In stating that, the Review also believes that the responsibility for the physical evidence aspect of the investigation should be delegated to the Physical Evidence or Fingerprint officer.

The Review therefore recommends :

RECOMMENDATION 15

Whenever Crime Scene Examiners are called to any incident the overall responsibility for the investigation of that incident remains with the Senior Investigating Officer. Crime Scene Examiners, however, will upon attendance assume responsibility for the examining, assessing, recording and collecting of any physical evidence available at the scene.

Further, any physical evidence located after the examination of the scene, or at some later date, should also be the responsibility of the Crime Scene Examiner.

The Review therefore recommends:

RECOMMENDATION 16

The Crime Scene Examiner should be the coordinating person responsible for all physical evidence when they attend and examine the scene.

6.0 CALL OUT PROCEDURES

6.1 Background

Collateral to Scene Management is the procedures used to 'Call Out' Crime Scene Examiners after normal working hours. The recognition of when forensic evidence may be available at a scene and the need to request the attendance of specialists must be clarified, as must the interaction of the Physical Evidence and Fingerprint Officers at the scene.

6.2 Problems with Current Policy

An examination of current 'Call Out' procedures has shown that each Region, and in some cases Districts, have varying criteria for the call out of Crime Scene Examiners. This situation is untenable.

6.3 Proposed Policy

The Review believes that the authority to 'Call Out' Crime Scene Examiners in the Sydney metropolitan and Wollongong areas should be restricted to the Duty Operations Inspector (D.O.I.) at the Sydney Police Centre. [Consultation with the Duty Operations Inspectors and Commanding Officers at Wollongong and Penrith indicate that this is entirely feasible.]

In the Newcastle area the Senior Operations Officer at Newcastle Radio should be vested with this authority.

The Review found that in country areas the system of the Patrol Commander or nominee authorising the call out was entirely satisfactory. Following this request, it was usual practice to advise the requesting officer to ring the Crime Scene Examiner direct to decide if a call out was necessary. The Review therefore makes the following recommendations:

RECOMMENDATION 17

A Physical Evidence and Fingerprint Crime Scene Examiner be formally placed 'on call' at those Units where attached and that relevant industrial award conditions be applied.

RECOMMENDATION 18

The Duty Operations Inspector (D.O.I.) at the Sydney Police Centre be responsible for authorisation of all call outs of Physical Evidence and Fingerprint Crime Scene Examiners outside office hours in the Sydney metropolitan and Wollongong areas.

RECOMMENDATION 19

The Senior Operations Officer (S.O.O.) at Newcastle Radio be responsible for authorisation of all call outs of Physical Evidence and Fingerprint Crime Scene Examiners outside office hours in the Newcastle area.

RECOMMENDATION 20

The Patrol Commander or nominated officer at the country station, where a request is made for Physical Evidence or Fingerprint Crime Scene Examiners, be responsible for the authorisation of all call outs outside office hours.

The Review believes that in order to obtain uniformity in the 'Call Out' procedures that workshops be conducted for D.O.I.s in Sydney and S.O.O.s in Newcastle. These workshops will provide an understanding of the roles and requirements of the Physical Evidence and Fingerprint Sections to enable close assessment of any request. The Review therefore recommends :

RECOMMENDATION 21

Workshops for Duty Operations Inspectors (D.O.I.s) in Sydney and Senior Operations Officers (S.O.O.s) in Newcastle should be conducted jointly by Physical Evidence and Fingerprint Sections.

Proposed 'Call Out' procedures are contained in Appendix E1.

In order to ensure that scene preservation steps are carried out the Review believes a checking process should be invoked by either the Physical Evidence/Fingerprint officer upon being requested to attend by a Police officer, or by the officer authorising the 'Call Out' outside working hours. The Review therefore recommends :

RECOMMENDATION 22

A check list (sheet) be prepared to assist Duty Operations Inspectors, Senior Operations Officers, and country Patrol Commanders in ensuring the First Officer at the scene complies with the required scene preservation procedures.

6.4 Interaction between Physical Evidence and Fingerprint Officers

The Review also examined the relationship between the Physical Evidence and Fingerprint officers at crime and incident scenes. Examples were given of how interaction could be improved to ensure that all available evidence was obtained by both groups. The Review believes that procedures need to be established to optimise the physical evidence component of the investigation. The Review therefore recommends :

RECOMMENDATION 23

Physical Evidence officers should not be utilised to conduct fingerprint examinations without checking the availability of a Fingerprint officer. Physical Evidence officers will not be used to conduct fingerprint examinations at scenes of serious crime or incident without contacting the Senior Duty Officer, Fingerprint Section, Parramatta.

Fingerprint officers will not be used to conduct physical evidence examinations.

RECOMMENDATION 24

It is the ultimate responsibility of the first Crime Scene Examiner (Physical Evidence or Fingerprint) to ensure that the other is notified to attend where they might be required. Both will then consult before beginning a scene examination.

6.5 Checking Procedures

The Review believes that a further checking procedure is necessary to ensure that scene preservation steps are being performed and that these steps are both practical and effective. It is proposed that a check sheet, nominally known as a 'Crime or Incident Scene Preservation Procedure' be developed by the Physical Evidence/Fingerprint Sections. This sheet would be used to mark off the procedures which should have been followed by the First Officer at the scene. The completion and analysis of these forms would provide empirical evidence on what is happening at crime scenes. This method would highlight problem areas to target appropriate training programs, or indicate the need for a review of the preservation procedure.

The Review therefore recommends :

RECOMMENDATION 25

A 'Crime or Incident Scene Preservation Procedure' check list (sheet) be completed by Crime Scene Examiners (Physical Evidence and Fingerprint) on their arrival at a serious crime or incident scene.

6.6 Other Experts and the Laboratory

The decision when to call out other experts (pathologists, scientists, specialist Physical Evidence Sections) should be made by the Crime Scene Examiner in consultation with the senior officer present at the time. The Review therefore recommends:

RECOMMENDATION 26

The Crime Scene Examiner, in consultation with the senior investigating officer then present, is responsible to assess the need for, and call out immediately any 'expert' to the scene (eg. other Physical Evidence/Fingerprint Units, pathologists, scientists, etc.).

7.0 MAJOR INCIDENT RESPONSE

7.1 Background

Major incident investigations, crime or otherwise, are the focus of attention of the media, the courts and the community. They require the most professional response possible.

The Review believes that an innovative approach is required to the physical evidence aspect of these investigations. The level of professionalism of police forensic services is highlighted during major incident investigations. Any inadequacies in the performance of physical evidence examinations impacts upon the credibility of the individual officer, the Sections and the Police Service generally.

There have been several recent serious incidents (such as the Brennan matter) which have drawn attention to inadequacies in the response from the Physical Evidence and Fingerprint Sections. Appraisal of these incidents has raised the need for improved levels of performance to respond to these investigations. There is an urgent need for a unified approach to physical evidence examinations. At present the Physical Evidence and Fingerprint Sections respond separately to any incident (with the exception of Disaster Victim Identification). This situation can result in the loss of potency of the physical evidence contribution to the investigation. This is epitomised in the decision, or absence of decision, to contact the other specialist, eg. Physical Evidence Crime Scene Examiner not ensuring the Fingerprint officer is informed of the incident.

The situation also exists where inexperienced Crime Scene Examiners are placed in the position of undertaking large or involved physical evidence examinations for which they have not been trained or adequately supported. This situation occurs in country and city. The result is an inordinately high level of responsibility and pressure being placed on otherwise motivated officers. Conjointly, the investigation of the incident does not benefit from the experience and training of senior competent personnel.

7.2 Overseas Response Teams

Research in England and Canada has shown the value of establishing a dedicated major incident response team. In London the Special Crimes Unit of the Metropolitan Forensic Science Laboratory provides this service through the expertise of Laboratory Liaison Sergeants. These officers are experienced investigators who work with an intimate understanding of the needs of the Laboratory in physical evidence aspects of major investigation.

The Royal Canadian Mounted Police have established a regionally based Forensic Identification Specialist Support group. This group provides specialist services to all Canadian police forces on a federally funded basis. The group is located within the R.C.M.P.'s laboratories but under the supervision of the Forensic Identification Services Section (comparable to a combined Physical Evidence and Fingerprint Section). In the Vancouver laboratory which services the Province of British Columbia the group comprises three full time officers, similar groups are being established in all other Provinces. The officers provide blood stain interpretation, advanced fingerprint enhancement procedures, anthropological searching techniques, and entomological and odontological liaison services. The demand for their services results in this group being restricted to attending mainly involved homicide investigations.

7.3 Advantages of these Groups

The benefits of a dedicated group are that they :

1. Provides a recognised high quality support service to investigations where the physical evidence aspect is complex.
2. Provides the opportunity for experienced officers to develop unique specialised skills which require development time, facilities and practice, not otherwise available whilst performing general crime scene duties. Some examples are, blood stain interpretation, trace evidence location and advanced searching techniques.
3. Opportunity to test new technology which may be adapted to specific or general crime scene examination, for example, light sources for the detection of trace evidence and body fluids.
4. Provides close liaison with a forensic science laboratory scientists for the investigative needs of this specialist group, and to provide a general liaison role between the sections and the laboratory.
5. Economically efficient means to concentrate the development of unique skills and high technology within a small group. The application of these skills and type of technology utilised is not generally required for routine crime scene duties.
6. Provide specialised advice and support. Also conducts seminars for crime scene examiners and investigators.

7.4 Major Incident Response Team

The Review believes that the formation of a Major Incident Response Team (M.I.R.T.), comprising both Physical Evidence and Fingerprint officers, will raise the standard of our major incident investigations. This Team would be the vanguard in establishing professional standards required of all physical evidence officers, from both Sections, in their daily work.

The Major Incident Response Team will be responsible for the physical evidence examination of any incident to which they are tasked. They would be required, as necessary, to travel to any declared major incident in the State. The Team would have available the necessary equipment and facilities to perform professional physical evidence examinations. They will retain responsibility for the matter through to its completion.

The Review believes that this Team should be comprised of two Crime Scene Examiners and one Fingerprint Expert. The Crime Scene Examiners would be full time positions filled by experienced Examiners on a rotation basis (two year secondment). These officers would be located within the Crime Scene Unit at the Sydney Police Centre, the nominated Fingerprint Expert would remain at the Fingerprint Section, Parramatta. Team members from both Sections would form prior to scene examination and maintain close liaison during the investigation. The establishment of a Forensic Science Laboratory would provide the preferential location for this Team.

An additional benefit to be achieved from the formation of a Major Incident Response Team is the establishment of HIGH LEVEL PERFORMANCE MODEL, a team of officers who will set standards of excellence and for comparison by all other crime scene examiners.

7.5 Definition of a Major Incident

A declared major incident may relate to a serious crime or a large or involved incident investigation.

The original Crime Scene Officer receiving notification of a crime/incident, which he/she believes would require expert assistance to conduct the investigation, should then contact the Commander, Physical Evidence Section. It would be at the discretion of this Commander, or nominee, to declare a major incident in respect to the need for the Major Incident Response Team to attend.

The Review therefore recommends:

RECOMMENDATION 27

A Major Incident Response Team be established incorporating the Physical Evidence and Fingerprint Sections.

8.0 VEHICLE EXAMINATION

8.1 Background

There are different requirements for the examination of vehicle related incidents. The type of response is correlated by whether :

- The mechanical componentry of the vehicle is in question, OR
- the vehicle's identity is in question, OR
- the vehicle is involved in a collision.

The Vehicle Examination Unit is responsible for all mechanical examination of vehicles and also performs some identification work.

A Crime Scene Examiner is generally responsible for day to day identification of vehicles, and the physical evidence aspects of motor vehicle collisions.

The Review has examined each of the three areas involving vehicles.

8.2 Mechanical Examination

Mechanical examination of vehicles (automotive, marine, and heavy machinery) involved in crime, coronial matters and disasters, is undertaken by a small number of highly qualified officers in the Vehicle Examination Unit. These officers do not qualify for the same allowances currently paid to other specialists in the Physical Evidence Section. They receive 'Special Duties Allowance' Grade 3, while all other officers at the Physical Evidence Section receive Grade 4. On face value officers in this Unit are more highly qualified than their peers in other Units [To be eligible to enter the Vehicle Examiners Unit an officer must have undergone an apprenticeship and be qualified Automotive Engineers with T.A.F.E. training in other related areas to be certified as authorised examiners for the Commissioner of Motor Transport, prior to joining the Unit and in reality, prior to joining the Police Service]. The Unit consists of one sergeant and five constables (authorised one sergeant and seven constables) to provide a statewide service in mechanical examination and technical support, leaving little time for identification work on vehicles.

Although skilled in the area of mechanical examination the rapid changing technology in the automotive field requires support for these officers in ongoing training, equipment (or

access to equipment) and work accommodation. Their skills are now commonly tested in court by outside experts, especially in matters involving large insurance claims.

The Review is unable to advise on the training needed for these officers, as it would be external to the Police Service, but reiterates the need for management to support these officers in increasing their expertise. The identification of courses these officers would need to complete would be a function of the Co-ordinator Operations, Specialist Units in conjunction with the Co-ordinator Training.

The Review, because of the discrepancies in allowances paid to Vehicle Examiners as compared to other members of the Physical Evidence Section recommends :

RECOMMENDATION 28

The current allowances paid to officers at the Vehicle Examination Unit be reviewed to align these specialists with allowances paid to specialists in other Units of the Physical Evidence Section.

8.3 Vehicle Identification

Vehicles having identification numbers which are suspected of being altered, erased or replaced require examination by a person trained in number restoration and vehicle identification generally. At present most vehicles are examined for identification by Crime Scene Examiners, the remainder are examined by the Vehicle Examination Unit.

The identification of a vehicle involves knowledge in where manufacturers numbers should be located, what the number should be and should look like (computer skills and use of specifications), this also necessitates knowledge of vehicle construction and repair practices. The examiner has to be skilled in restoring the original number and be able to identify other indicators of the vehicle's identity, or the process which has been used to change the vehicle.

The Review believes the current level of training of Crime Scene Examiners is inadequate to provide a high level of service in this area. Adequate training courses would be included as part of the restructured training program for the Physical Evidence Section.

With this increased training local Crime Scene Units should be able to provide a quality service to investigators in straightforward vehicle and automotive parts identification.

Those Crime Scene Units near Roads and Traffic Authority registration offices receive many referrals when discrepancies are found on vehicles submitted for re-registration. Many of these referrals have not been investigated to determine if the suspect vehicle, or parts, have in fact been legitimately put into the vehicle before they were submitted for re-registration.

The examination required from a Physical Evidence officer can be lengthy and involved and could be unnecessary if a preliminary investigation was completed. The role of the Physical Evidence Section is not to conduct investigations into how parts get into motor vehicles.

The Review believes all suspect vehicles should have preliminary investigation conducted prior to a request for examination by either the Crime Scene Examiner or the Vehicle Examination Unit. This investigation could involve interviewing the owner, past owner, vehicle repairer, etc.

The Review can see no reason why these preliminary inquiries could not be made by officers of the Roads and Traffic Authority before submitting a vehicle for examination. However, if after the preliminary investigation there are still unexplained items, examination should be carried out by Crime Scene Examiners. The Review therefore recommends :

RECOMMENDATION 29

Consultation take place with the Roads and Traffic Authority, with a view to ensuring that all vehicles submitted by the R.T.A. to Physical Evidence officers for examination have undergone a preliminary investigation.

Whilst the Review believes that the general examinations should be conducted by Crime Scene Examiners, there is a need for more highly qualified and experienced examiners for the investigation of major incidents wherever they occur in the State. In these instances there is a need for an experienced examiner dedicated to vehicle identification and trained in this specialty field.

The Review acknowledges the skills of the current Vehicle Examiners in the identification of vehicles. However, the difficulty experienced by the Section in recruiting trained, and experienced officers would preclude the extension of all major vehicle identification to this Unit.

To effectively address this problem the Review believes that examinations of vehicles, for identification purposes, do not require the skills of qualified Vehicle Examiners but, officers performing this duty must have aptitudes in crime

scene examination and have an interest in vehicles and vehicle componentry.

The Review believes that the current Vehicle Examination Unit should also include a major vehicle identification section, which would be conducted (in conjunction with current Vehicle Examiners) by Crime Scene Examiners who wish to specialise in those areas. Major vehicle examinations involving mechanical examination would continue to be conducted by qualified Vehicle Examiners.

The two differently trained groups should work from the same location to maximise the sharing of skills, experience, equipment and work accommodation. The allocation of the jobs would be at the discretion of the Leader of the Unit based upon the skills required for the particular examination. A recommendation for this area will be incorporated in the recommendation relating to motor vehicle collisions, Recommendation 31.

8.4 Motor Vehicle Collision Investigation:

(a) The Accident Investigation Squad

The Accident Investigation Squad (A.I.S.) was formed in 1982. Their role, according to the most recent policy document, Police Circular 87/120 is:

'to take charge of the investigation, interview all parties and witnesses and process appropriate charges'

This role assumes the duties previously performed by the Criminal Investigation Branch. It does not, however, extend into duties traditionally performed by the Physical Evidence Section (P.E.S.).

That Circular states the type of jobs attended by the A.I.S., namely:

- a. *hit/run collisions where fatal and/or serious injury is involved.*
- b. *fatal and serious injury collisions which occur under circumstances indicating charges under the Crimes Act may be preferred.*
- c. *fatal and serious injury collisions involving Police vehicles and members of the Police Force whilst on duty.*
- d. *fatal and serious injury collisions arising from a Police pursuit regardless of whether or not the Police vehicle or other vehicle used by Police is actually involved in the collision.*

The above duties do not include all collisions that the Physical Evidence Section (Crime Scene Examiner) is required to attend, eg. fatal collisions involving Coronial investigations.

Information from various sources within the Physical Evidence Section and the Accident Investigation Squads indicated inconsistencies in motor vehicle collision investigation. For this reason a workshop was organised with representatives of the Review and the A.I.S. from each Region.

(b) Problems with Accident Investigation

(i) Role confusion

It was apparent from discussions that the roles of the A.I.S. and P.E.S. were somewhat confused and subject to local interpretation. This situation has developed through the fragmentation of both groups into District or Region resources. Currently some A.I.S. officers are undertaking part, or whole, of the traditional role of the P.E.S. (recording of the scene by photography and plan drafting, and other aspects of physical evidence examination). Other A.I.S. officers follow their job description, ie. investigative duties.

This role confusion was manifested in:

1. A lack of clarity over who is responsible for the preparation of plans (highlighted prior to the Court hearing when both groups believed the other was preparing the plan).
2. The actual role of Crime Scene Examiners when called to attend A.I.S. scenes.
3. Whether the Crime Scene Examiner or the A.I.S. officer undertakes the interpretation of physical evidence, eg. roadway marks, vehicular crash damage, and occupant injuries.

(ii) Level of Service

Overall the service provided by the P.E.S. was valued by most of the AIS officers present at the workshop. This service included scene examination, services of the Vehicle Examination Unit and the Photogrammetry Unit of the P.E.S.).

However, examples were given of less than professional approach by some Crime Scene Examiners to collision investigations. These included: a Crime Scene Examiner leaving the scene before the arrival of the A.I.S. officer

with inherent problems for the A.I.S. in determining what had been done by the Crime Scene Examiner; and the Crime Scene Examiner only stopping long enough to take a few photographs and depart without any thorough examination.

(iii) Training

There was an acknowledgment that both the Crime Scene Examiners and the A.I.S. officers were undertrained in the physical evidence aspects of vehicle collision investigation.

There is a need for uniformity of approach across the State regarding the physical evidence aspects of any type of investigation, including motor vehicle collisions. A recognised level of performance must be introduced and maintained by every Crime Scene Examiner in the State to ensure a high quality service. In light of the above, the Review makes the following recommendation:

RECOMMENDATION 30

Crime Scene Examiners throughout the State, when called to attend, be responsible for all physical evidence aspects of the investigation of motor vehicle collisions, whether the Accident Investigation Squad or other Police are in charge of the investigation.

8.5 Status of the Accident Investigation Squad

The Review is concerned about the current status of the Accident Investigation Squad. Information provided at the workshop gave an overview of approaches to the investigation of collisions in other States. Concurrently, information was provided to the Review of the problems encountered by A.I.S. officers in this State: fragmented and isolated small groups, exclusion from Detectives training courses, absence of specialist allowances and difficulty attracting and retaining staff.

The Review is aware of the School of Traffic and Mobile Policing's work in attempting to develop a suitable training course for A.I.S. officers. The adoption of the recommendations contained in this Report would impact upon any training course which encompassed the physical evidence aspects of motor vehicle collision investigation. Consultation with the Commander, Physical Evidence Section, is essential before any development of a course of this nature is approved by the Department.

In the interests of a professional approach to motor vehicle collision investigations, the Review makes the following recommendation:

RECOMMENDATION 31

The area of motor vehicle collision be reviewed to determine the need for the Accident Investigation Squad to continue, and if so, that policies be developed to recognise and support these specialist investigators.

8.6 Expansion of Vehicle Examination Unit

The Review acknowledges that the level of service provided by the Crime Scene Units to Police in the investigation of motor vehicle collisions is generally not of high quality. This problem is exacerbated in collisions of a major scale. In line with the Review's approach to major incident investigation the Review recommends the expansion of functions and allocation of appropriate staff to the current Vehicle Examination Unit of the Physical Evidence Section.

This Unit's functions would then include the examination of collisions of the most serious categories. This type of examination would require knowledge of the dynamics and interpretation of collisions and liaison with outside experts in these areas.

The criteria for attendance of this Unit to examine the scene of major collisions would include:

1. - Serious collisions involving Police vehicles, Police personnel or Police pursuits.
2. Large scale serious vehicle collisions involving a high cost or consequence of damages or large numbers of injured/deceased.
3. As requested by the Commander, Physical Evidence Section or delegate.

This Unit would also be involved in the upgrading of training for Crime Scene Examiners in vehicle collision scene examination for collisions not attended by the specialist Unit.

In addition in line with the Review's belief, as outlined in the 'Vehicle Identification' area above, the current Vehicle Examination Unit should also include major vehicle identifications which would be conducted (in conjunction with current Vehicle Examiners) by Crime Scene Examiners who wish to specialise in those areas. Vehicle examination would continue to be conducted by qualified Vehicle Examiners.

The Review therefore recommends:

RECOMMENDATION 32

The Vehicle Examination Unit be expanded to include the role of examining the physical evidence aspects of major vehicle collisions (accident reconstruction) and major vehicle identifications. This role is to be undertaken by trained Crime Scene Examiners specialising in vehicle collision examination in conjunction with qualified automotive Vehicle Examiners

9.0 FIRE EXAMINATION

9.1 Background

In N.S.W. all Crime Scene Examiners attend the scene of any fire thought to be suspicious and requiring further examination. The role of the Examiner is to determine whether the fire is suspicious, and if so gather any evidence, have any samples analysed and provide evidence to the Coroner or other Court.

The Fire Investigation Unit, of the Fire Brigade, also examines fire scenes that are suspicious to determine their cause and origin. Officers from this Unit are experienced fire officers and also are responsible for the media liaison at fire scenes.

The Fire Investigation Unit and the Crime Scene Unit attend and examine many scenes together in Sydney. However the collection of samples and preparation of the physical evidence aspect of the investigation brief is the responsibility of the Crime Scene Examiner. At present there is an overlap of functions and the potential for evidence to be lost (e.g. the Fire Investigation Unit actually collecting items from a fire scene) and the reality is that on occasions there is conflicting evidence in statements presented to the Court. The Review believes there is a pressing need for closer liaison and agreement on standard procedures and defined responsibilities between the Police Service's Crime Scene Examiners and the Fire Brigade's Fire Investigation Unit officers.

9.2 Other Approaches

South Australia

In South Australia the Technical Services Section has a dedicated Fire Investigation Unit of three Crime Scene Examiners who have specialised in fire examination. These officers attend and examine all major fires throughout the State working closely with the Fire Brigade. All officers have, or are currently studying, the Fire Technology course available at T.A.F.E. This system is currently meeting the needs for fire examinations in that State.

Victoria

In Victoria the Macleod Laboratory scientists in the Applied Science Branch of the laboratory attend major fires and collect any items or samples for analysis. This Laboratory has experienced great difficulty in retaining experienced (and trained) fire chemists. In mid 1990, from an original staff of four, who were able to attend most major fires, the Laboratory lost three to private industry with subsequent restrictions on the ability to meet the demands for service.

London

In London, the Metropolitan Police Forensic Science Laboratory's trained fire chemists provide fire examination services at major incidents. Other fire investigation is performed by Identification Officers. This is consistent with the role performed by the Laboratory and the restricted role of Identification Officers. Identification Officers provide little interpretative, or opinion evidence on physical evidence matters generally, except fingerprint identifications. The geographic area serviced by the Laboratory encompasses the London metropolitan area: a population equivalent to that of this State but within a smaller area which creates no problems in attendance times.

Canada

Fire examinations are performed in Canada in a joint effort by the Identification Officers and the investigators from the fire authorities. The fire authority investigators play the major role in the scene examination. The police officers (Identification Officers) usually take any samples for subsequent analysis by chemists. There is seldom any scene attendance by the laboratory chemist (which is consistent with general scene attendance by any laboratory scientist). Opinion evidence is usually the domain of the fire authority's investigator except in remote areas where the Identification Officer performs all functions.

9.3 Problems Associated with Current N.S.W. Approach

The major problem with the investigation of arson in N.S.W. is the lengthy, involved nature of the examination. Scene examination may take place over several days, or weeks, and involve heavy machinery in removing debris layer by layer. The examination involves a depth of knowledge about burn characteristics in a variety of materials, interpretation of burn patterns, characteristics of electrical origin fires and behaviour of different flammable substances.

A competent fire scene examiner requires training, interest and the development of expertise through experience in fire examinations. Major fires relating to arson and fraud crimes involve considerable insurance or compensation claims. Insurance companies are prepared to go into their own investigation with the services of highly qualified experts based on the size of the potential payout and not with the intention of prosecuting criminal offences.

The current laboratory resources in this State do not accommodate the scene attendance by chemists. Scientists perform bench duties in the analysis of samples which are provided by Crime Scene Examiners throughout the State who attend all types of suspicious fires. The laboratory recently

lost about half its scientific staff who dealt with fire sample analysis as well as general chemistry related services. The staffing situation in the laboratory is unlikely to ever be able to provide scene related services.

The Review is unaware of any situation where a fire chemist is employed by a Police Department, as a member of that Police Force, to assist in scenes of fire examination. The Review would see that even if such a person was employed by this Department they would be unable to perform any laboratory work as their association with the police in the investigation of fires would jeopardise the integrity of that scientist in the Court. Secondly, because of the geographic location of fires, attendance by an individual scientist would be extremely limited and of minimal impact on fire investigative needs state wide.

In the longer term the Review envisages that with the establishment of a dedicated forensic science laboratory fire chemists would be employed. These scientists would interact closely with Crime Scene Examiners and in particular a specialist group of Fire Examiners.

9.4 Fire Examination Unit

The examination of major fire scenes requires a response in line with major incidents generally. The Review acknowledges that the examination of fires is a specialty area of crime scene examination. Hence there is a need for a group of Crime Scene Examiners who specialise in the examination of fires. The Review believes that three experienced Crime Scene Examiners would be required to establish such a Unit and develop the relationships between all agencies involved in fire investigations in this State, including Arson Squads, Major Crime Squads and Fire Brigades. As with other physical evidence investigations the Crime Scene Examiner would be responsible for all physical evidence aspects at the scene.

This Unit would have criteria for attendance of major fires and be involved in the training of Crime Scene Examiners who perform the remainder of examinations.

The criteria for attendance of the Fire Examiner would be:

1. A declared major fire involving loss of life or damage in excess of \$300,000 OR,
2. The investigation of other major fire incidents when undetermined causes remains a factor OR,
3. At the discretion of the Commander, Physical Evidence Section.

Training for the members of the Fire Examination Unit will include the Arson Investigation Section of the Associate Diploma (Forensic Science) but member of this specialist Unit

would also be expected to complete relevant sections of the Advanced Certificate in Fire Technology at the Sydney T.A.F.E. and appropriate in-service courses and workshops. This Unit would then be responsible for establishing and maintaining liaison with the Fire Brigade's Fire Investigation Unit to eliminate problems which can exist at fire scenes.

It is anticipated that members of the Fire Examination Unit would be located in the Surry Hills Crime Scene Unit until the proposed State Forensic Science Laboratory is completed. This Unit would work in close contact with fire chemists in the current, and proposed, laboratory.

The Review recommends:

RECOMMENDATION 33

A Fire Examination Unit be established to examine fire scenes, when such scenes meet the proposed criteria.

RECOMMENDATION 34

Training for members of the Fire Examination Unit must include the Arson Investigation component of the Associate Diploma in Applied Science (Forensic Science) and should include relevant sections of the Advanced Certificate in Fire Technology conducted by the Sydney T.A.F.E.

RECOMMENDATION 35

The Fire Examination Unit be responsible for establishing and maintaining liaison with the Fire Brigade's Fire Investigation Unit.

10.0 EXHIBIT HANDLING

10.1 Efficiency Factors

The Review has paid special attention to this area as it is one identified by Det. Senior Constable Royds in his research project 'Review of the Police Technical Support Role in N.S.W.' as creating an inefficiency of operations within the Physical Evidence Section.

Further research has been conducted into this area from economic and efficiency aspects. The scenario for exhibit handling follows the general procedure of attending the scene of a crime or incident and collecting suitable items of physical evidence that require further examination.

In many instances these items have to be taken to the laboratories at Lidcombe (Department of Analytical Laboratories) or to Glebe (Department of Forensic Medicine) for scientific examination. Some however, are taken for examination to experts who work outside these laboratories.

A requirement of N.S.W. law is that the possession of these items, if they are produced at Court as evidence, must be traced and accounted for. This extends from the time they come into Police possession until their presentation at Court. This possession is commonly known as the 'Chain of Continuity'.

Under this concept it is accepted that every person who has had possession of the item (now an exhibit) can be required to attend Court to indicate when they received the exhibit and to whom, or where, it was delivered. They are further required to divulge in Court if they have in any way interfered with the exhibit. The experience of members of the Working Party is that never in the last fifteen years has any person in this 'Chain of Continuity' ever given evidence that they have interfered with an exhibit in their possession.

The common perception is that officers are giving evidence to prove that they had possession of the exhibit, in fact the evidence is given to establish the integrity of the exhibit, i.e. while the exhibit is in a locked Exhibit Room at a Police Station its integrity is normally considered intact. It is therefore the integrity of the exhibit that must be preserved and who had possession of the exhibit is not the paramount issue.

10.2 Canadian and English Approach

In Canada items are generally delivered to the Royal Canadian Mounted Police Laboratories by registered mail. This also

includes drug exhibits, where a small sample is taken from the exhibit by the investigator and this is forwarded to the laboratories for analysis. Some items, notably in major cases, are conveyed by police officers. All exhibits are sealed within the external package and this seal is recorded by the scientist as being intact on delivery. This system is accepted practice in Canadian Courts.

In London the majority of exhibits are taken direct to the laboratory by the Identification Officers. This method has been adopted as the most distant point is only about one hours drive from the laboratory.

Both groups use a similar exhibit bag to transport the item. They are made of a very strong plastic bag with an adhesive seal which after sealing has to be cut by the scientist at the laboratory to get the item out. There has been no criticism of these exhibit bags in court proceedings.

10.3 Proposed Method of Exhibit Handling

The Review has researched methods of providing security and therefore integrity, of exhibits that have to be transferred from place to place, without needing to call to court every person who had possession of the exhibit. The mail method, as used by the R.C.M.P. to transport exhibits to the laboratory, lacks the security requirements of the legal profession in New South Wales and a more credible system is currently required. The Review has examined security seals which are used by other organisations for transporting items (e.g. ASIO and the ANZ Bank). As a result of this the Review has commissioned the Police Armoury to design or have produced a suitable secure container for the transporting of exhibits which will be fitted with the proposed security seals. When ready, trials of this system are recommended.

This procedure has been the subject of discussion with the South Region Legal Advisers, the State Coroner Mr. Waller and Mr. Justice Finlay of the Supreme Court. Each of these people have expressed a personal opinion that the system envisaged should be acceptable to the Court, subject to legal challenge.

10.4 Economic Factors

A survey of all country and suburban Physical Evidence Units gave the following figures for Exhibit Cartage over a twelve (12) month period:

TIME INVOLVED IN CARTAGE OF EXHIBITS	
Country and Metropolitan	: 4610 hours
Crime Scene Unit, Sydney Police Centre	: 2080 hours
TOTAL	: 6690 hours

BASED ON THE PRESENT AVERAGE SALARY OF A
SENIOR CONSTABLE AS A DOLLAR FIGURE
WOULD EQUAL : \$93,660

TRAVELLING ALLOWANCE INVOLVED IN CARTAGE : \$20,760

TOTAL COST : \$114,420 p/a

The above figures do not include :

1. The efficiency loss of the Physical Evidence expert being absent from his location during this period and therefore unable to fulfil his specialist skills requirements.
2. The time expended at Court to give evidence of having carried this exhibit between given points.
3. The costs involved in the use of a police motor vehicle to carry the exhibits.

The initial costs to the Police Service will be the purchase of suitable containers. An approximate number of 100 cases is envisaged. Actual costs is not available at this time but the estimate is around \$200 (exact cost will depend on the quality of the case required and the number to be purchased). The purchase of containers will be a one off item.

ESTIMATE COST ONLY : \$20,000

The security covers cost at \$3.50 (again a one off purchase) with two per container.

Cost of security lock covers : \$700

The security seals cost seven cents each.

Cost of security seals per thousand : \$70

There is, in addition, the actual delivery costs of a courier service.

The Review expects that the delivery costs for those exhibits which have actually been collected by Crime Scene Examiners will be paid out of the budget of the Physical Evidence Section. Those exhibits belonging to other officers attached to Patrols or Regional Crime Squads, but transported under the proposed system, will be debited against the Patrol or Regional Crime Squad budget.

On the basis of this research into efficiency and economic costs involved in handling physical evidence exhibits for their production at Court the Review recommends:

RECOMMENDATION 36

The initial steps taken by the Review to invoke a new system of exhibit handling be advanced and appropriate trials of this system be introduced.

11.0 EXHIBIT PHOTOGRAPHY

The Review examined and analysed the area of Exhibit photography which has also been identified through surveys as one which is an inefficient practice.

11.1 Efficiency Factors

The Review conducted a survey into the time spent by Physical Evidence Police in photographing exhibits held at Police Stations, which was found to be in excess of 12,000 hours.

The evidentiary requirements for our legal system is that if a photograph is produced in Court the investigating officer should give evidence that he/she caused that photograph to be taken and identify the subject exhibit. The photograph then must be of a quality which permits this identification. There is no requirement however that the exhibit should be photographed by a Physical Evidence officer or expert photographer. The experience of the Review members is that only a small percentage (less than 5%) of exhibit photographs are ever produced in Court.

The Review in their survey found that some Physical Evidence Units were not doing exhibit photography. Penrith Physical Evidence unit is one example, this was an initiative introduced by Det. Sergeant Day when he was officer in charge of that Unit. Some other Physical Evidence Units only do exhibit photography where, because of the difficulty of photographing details of a particular item, expert skill is required.

11.2 Proposed Method of Exhibit Photography

The procedure at Patrols where Police take their own photographs has been for the Patrol Commanders to purchase their own camera. The local Physical Evidence Unit supplies film and later develops and prints the exhibit photos. This processing by Physical Evidence officers has ensured that the photographs are of high enough quality for later Court purposes, if required. There has been no problems associated with this procedure to the knowledge of the Review.

11.3 Economic Factors

A survey of all country and suburban Physical Evidence Units gave the following figures for Exhibit Photography over a twelve (12) month period :

TIME INVOLVED IN EXHIBIT PHOTOGRAPHY

Suburban and Metropolitan	: 9941 hours
Crime Scene Unit Sydney Police Centre	: 2080 hours
Total	: 12,021 hours.

BASED ON THE PRESENT AVERAGE SALARY OF A SENIOR CONSTABLE AS A DOLLAR FIGURE WOULD EQUAL : \$168,294.00 pa

The above figures do not include :

1. The efficiency loss of the Physical Evidence expert being absent from his location during this period and therefore unable to fulfil his specialist skills requirements.
2. The costs involved in the use of a police motor vehicle to drive to and from Stations.

The initial costs to the Police Service will be the purchase of suitable cameras for appropriate Police Stations. It is not envisaged that a camera would be required at all Police Stations. It is also considered that not all Stations would require the same quality camera.

There are two potential cameras available for use at a Patrol. The first is a Single Lens Reflex (SLR). The approximate value for a unit such as this is \$900.00. This type of camera would be capable of taking all exhibit photographs but require some degree of skill by the operator. The alternative is the use of a Compact camera, one which has all automatic features and capable of taking most exhibit photography. The approximate cost of this type of camera is \$300.00.

Based on the proposition that 200 Patrols would need a camera the initial costing would be :

For SLR cameras (200 x \$ 900)	: \$ 180,000
For Compact cameras (200 x \$300)	: \$ 60,000

The actual cost should fall between these figures as only some stations, yet to be identified, would need the higher quality camera. Provision must be made for repair or replacement costs.

The Review is aware that Chief Inspector Madigan, of the Service Delivery Assessment Branch, is also reviewing the practice of exhibit photography. It is anticipated that if the recommendations of the Review are accepted the selection of appropriate cameras and the manner in which they are introduced would be, in consultation with Chief Inspector Madigan, part of the Implementation procedures.

On the basis of this research into efficiency and economic costs involved in exhibit photography, which indicates that after an initial purchase cost there would be considerable savings from both efficiency and economic perspectives, the Review recommends:

RECOMMENDATION 37

The practice of Physical Evidence Officers being used to photograph exhibits at Police Stations should be discontinued.

RECOMMENDATION 38

A suitable camera be purchased for appropriate Police Stations for the purpose of photographing exhibits.

12.0 PLAN DRAFTING

12.1 Background

One of the duties of the Physical Evidence Section's Crime Scene Examiners is to record the scene by sketches with appropriate measurements.

Drafting skills are taught to Crime Scene Examiners, and other appropriate police officers, during a T.A.F.E. course sponsored by the Department. The quality of scene plans prepared by Crime Scene Examiners depends upon the time available to produce the plan and the individual's skills or interest in drafting.

When required the Crime Scene Examiner will draft a plan of the scene for court purposes. Drafting requires considerable time to prepare a suitable plan for presentation in court. Due to general work commitments Examiners are often providing the investigator with the plan at the last possible date prior to the Court hearing. It is also not unusual for the plan to be requested immediately prior to, or during, the Court hearing. This leaves the Crime Scene Examiner with problems in providing the Court with this material in a professional format.

For a scene which is complex or it is a major investigation (such as a homicide) the Section's centralised Photogrammetry Unit should be used. This Unit provides highly accurate plan drafting by use of stereo photography and advanced computer technology. The cost and specialty knowledge required limit the use of this service.

12.2 Canadian Approach

In Canada, their established system circumvents the plan drawing problems experienced in this State. An automated computer aided drafting (C.A.D.) package is utilised. This package uses the graphics capabilities of a computer program to produce high quality plans from stored symbols and freehand computer drawing.

In the Province of British Columbia, the Identification Officer (Crime Scene Examiner), sketches the scene and coordinates of relevant points on a formatted sheet. The sketches, from all parts of this Province, are sent by facsimile or mail to one location in Vancouver where a part-time civilian inputs the data on the computer. The plans produced are returned promptly to the Examiner by facsimile for checking. Any required changes to this prepared plan can be readily incorporated. The plans are produced on A4 or A3 size paper for ease of photocopying (with savings on traditional plan copying costs).

This system provides the following advantages:

1. The plans produced are of uniform standard highly suitable for presentation in court. This alleviates the problems associated with those Examiners who either produce overly elaborate plans which take a considerable time to prepare, or at the other extreme, poor quality plans which reflect unfavourably on the professionalism of the officer or Section at Court.
2. The plans are provided to the investigator within a week for use during the investigation and any subsequent Court hearing.
3. The Examiner minimises the amount of time spent drafting and hence maximises the time spent in other crime scene duties thus increasing productivity.

12.3 Efficiency Factors

A similar system to that used in Canada would be expected to provide similar benefits to those listed above. The benefits are related to the professional output of the Section, the prompt delivery of information to the investigator (during the investigation), and the increased time available for Examiners to undertake other duties away from the drafting board.

This system would not obviate the need for the Crime Scene Examiner to have drafting skills for two reasons: first, the computer aided drafting system requires the development of measuring and sketching skills with the object of being able to plot those measurements. Second, the need for drafting capabilities for those occasions where C.A.D. is not available or suitable.

12.4 Economic Factors

From surveys the Review estimates that on average a Crime Scene Examiner would draft about ten plans per year. Only in exceptional circumstances would the plan or sketch be provided to the investigator early in the investigation due to work loads of the Examiner.

CURRENT COSTING

TIME INVOLVED IN DRAFTING

Crime Scene Examiners in State : 3 000 hours

BASED ON THE PRESENT AVERAGE SALARY
OF A SENIOR CONSTABLE AS A DOLLAR
FIGURE WOULD EQUAL

: \$42 000

The above figures do not include :

1. The routine examinations where measurements are taken at the scene and the information is not relayed to the investigator as an investigative tool.
2. The efficiency loss of the Physical Evidence expert from crime scenes.

PROPOSED C.A.D. SYSTEM

A trained operator using the C.A.D. system would be expected to take less than one quarter of the time to manually draft the same plan.

TOTAL TIME TO PRODUCE THE SAME NUMBER OF PLANS (BUT OF HIGH UNIFORM QUALITY)	: 750 hours
APPROXIMATE SALARY OF C.A.D. OPERATOR	: \$24 000 pa
INITIAL COST OF COMPUTER SYSTEM	: \$20 000

This costing does not include the additional plans which would be drawn by C.A.D. as a quick response investigative tool as part of the improved physical evidence support service provided to investigators.

It is anticipated that the system would need to be operated by a full-time civilian with C.A.D. training.

The Review envisages that the system and operator could be easily incorporated within the functions of the Physical Evidence Section.

In summary, the Review believes that this initial cost will quickly be recovered in time saved by Crime Scene Examiner not having to prepare the bulk of plans. Savings achieved by using this system, in line with the professional direction of the Physical Evidence Section, will assist in offsetting the time required to enact the new operating procedures at crime scenes. In addition, a common high quality plan for Court presentation or for the investigation is in line with the professional approach sought by the Physical Evidence Section.

In line with efficiency gains and economic advantages, the Review therefore recommends:

RECOMMENDATION 39

A computer aided drafting package be introduced within the Physical Evidence Section and that this facility be used for routine plan drafting requirements of Crime Scene Examiners.

13.0 ORGANISATIONAL STRUCTURE FOR PHYSICAL EVIDENCE SECTION

13.1 ZONES

13.2 Introduction

The Review analysed the operation of the Physical Evidence Section as a District Command resource by the use of surveys and personal interviews. As a result the Review believes the fragmentation of the Physical Evidence Section has proven to be both inefficient and ineffective in the provision of this type of service.

Careful consideration was given to all potential options to create a system that would ensure a more efficient and effective service and to promote positive supervision. The chosen option was the amalgamation of areas serviced by Crime Scene Units into what has been termed 'Zones'.

Following a survey of the Physical Evidence staff, the term 'Crime Scene Unit' was selected as the most acceptable descriptive name for what are currently Physical Evidence Section in the Sydney Metropolitan and country areas. [Currently, Crime Scene Unit only refers to the Unit based in the Sydney Police Centre.] In each Zone there are between two and four Crime Scene Units.

The Fingerprint Crime Scene Units, when located in suburban or country stations, will be accommodated with an existing Physical Evidence Crime Scene Unit.

The Zone model is explained below.

13.3 Zone Model

The Zone model is based on the philosophy that it will provide a management structure on which the Physical Evidence/Fingerprint Crime Scene Units can operate professionally and uniformly across the State. The Zone Model provides the infrastructure within the Physical Evidence and Fingerprint Sections for upgrading of training, standards of accommodation, equipment, procedures and quality of examinations, ie. a higher quality physical evidence and fingerprint service within this State.

Organisationally a Zone would be composed of several Crime Scene Units. Each Crime Scene Unit in a Zone would service a strategic grouping of Patrols. Supervision of a Zone would be the responsibility of a 'Zone Supervisor'.

The location of the Crime Scene Units and the Patrols serviced within any Zone is based upon geographic, demographic, crime statistics, current Physical Evidence work load factors and the current location and efficiency of Physical Evidence offices.

13.4 Zone Supervisor

The position of a Zone Supervisor should be introduced. This officer would have the dual roles of Leader of one of the Units within the Zone and the supervisory responsibilities for all physical evidence officers within the Zone. Consequently, the position of Zone Supervisor would not increase the infrastructure of the Department, but will increase the supervisory infrastructure within the Sections.

The Zone Supervisor (Physical Evidence) would be responsible to the Operations Co-ordinator, at the Physical Evidence Section (Appendix C: Proposed P.E.S. Organisational Chart) for administrative functions and quality control of work performance. If a Regional model is chosen the Zone Supervisor would also be the link between the Units and Region Command in matters of tasking and operational support.

Similarly, the Zone Supervisor (Fingerprints) would be responsible to the Commander, Fingerprint Section, Ferguson Centre, Parramatta and the Region Command.

The location of the Zone Supervisor would be at any of the Crime Scene Units within that Zone. This location may change when the position becomes vacant.

The position of Zone Supervisor, if adopted by the State Executive Group, should then be assessed by the Establishment Section for appropriate ranking. It may arise that, for various reasons, this ranking will vary across the State.

This position is designed to provide meaningful supervision in the field, provide an avenue for the development of management skills for members of the Sections and facilitate the retention of experienced staff within those Sections.

A proposed list of duties and accountabilities of the Zone Supervisor is included in Appendix D1.

13.5 Canadian Supervisory Structure

The structure proposed for the New South Wales' Zone Supervisors is similar to that operating in the Royal Canadian Mounted Police.

The R.C.M.P., being a decentralised Canada-wide policing agency, faced similar supervisory problems in maintaining standards of work and direct supervision of staff related to local Detachment commanders not familiar with this specialised area. To overcome these problems each Province was allocated a full-time Co-ordinator for Forensic Identification Services.

This officer was responsible for the direct supervision of operational Identification Officers. This provides the link between the needs of the R.C.M.P. Provincial Commander and the central management of the Forensic Identification Services.

The duties of this position included: maintaining statistical information and assessing the results against national expected levels of performance, auditing the operational levels of offices and officers on a yearly basis, personal assessment of officers on a six monthly basis, transferring of officers, involvement in recruiting officers, monitoring training requirements and stores and equipment levels.

This system has proved to be highly effective in the management control of the specialised section in Canada. The Review believes this key supervisory position will provide similar benefits to management of police forensic services in New South Wales.

13.6 Need for additional Crime Scene Units

The Review, from surveys and interviews, examined the present location of all Crime Scene Units, the work undertaken, the travelling time and overtime incurred when travelling between jobs and the Unit.

The Review believes that two new locations are justified in being established to overcome problems now being experienced in the Dubbo and Queanbeyan areas.

Dubbo at present services an extensive area of the State to the point where lengthy travelling time results in unsatisfactory response time to outlying areas or the local area if the Crime Scene Unit is away from their own Patrol.

As a result of all factors considered (Further explanation is contained in Appendix D2: Regional Zone Model: 9. Central West Zone). The Review believes that the establishment of a new Crime Scene Unit at Nyngan is needed for effective service in the proposed Central West Zone.

Queanbeyan at present services the Patrols of Queanbeyan, Tumut, Cooma, Bega and Batesmans Bay. These last two Patrols are situated within the southern extremity of South Region. The analysis of information obtained (Further explanation is contained in Appendix D2: Regional Zone Model: 3. Monaro Zone). The Review believes that the establishment of a new Crime Scene Unit at Bega is needed for effective service in the proposed Monaro Zone.

A detailed cost/benefit analysis for the establishment of these proposed Crime Scene Units will be undertaken following decisions made in relation to the acceptance of a Zone structure and the chosen model.

13.7 Staffing Levels for Crime Scene Units

The Review has considered the current levels at all Crime Scene Units including the 'Relieve and Assist' positions. It

is the belief of the Review that every Crime Scene Unit should be staffed by no less than two qualified Crime Scene Examiners. At present there are three one person Units. The Review believes this situation places excessive pressures on the officer, requires frequent backup from adjacent Units and results in a lesser quality of service to the Patrols.

The Working Party's research in Canada (R.C.M.P. Forensic Identification Services) found that staffing levels at offices varied in the number of personnel from one (in some remote areas) to twelve (in Vancouver). The management stressed that the one person offices were less productive (per officer) than larger offices and more stressful on the individual officer. As a result officers in these areas had to be transferred every two years. Subsequently, management is trying to eliminate one person offices.

The 'Relieve and Assist' positions under the Review's proposals (discussed later in the report under Recruitment and Selection) would be replaced by an 'Assist' position (not an authorised permanent position). These changes may necessitate adjustments in staffing levels dependent upon the impact of this change on work loads.

The number of Crime Scene Examiners required at all Units may vary from current levels as changes foreshadowed in this report, such as improved work procedures and practices, are adopted.

13.8 Regional or Centralised Model

The Review considered the Zone model as being able to be structured on a 'regional' or 'centralised' framework.

The Regional Zone model has most Crime Scene Units located within the same Region except in two areas where there is a cross over from South Region to South West Region. These are at Tumut, which although in South Region may have to be serviced by Wagga Wagga Crime Scene Unit (South West Region) and the Balranald Sector of Deniliquin Patrol (South Region) which may have to be serviced by Griffith Crime Scene Unit (South West Region) .

The Centralised Zone model has no Region boundary restrictions on the grouping of Crime Scene Units and therefore does not have any possibility to two command structures impacting on operational policing.

There were differing views expressed by the Working Party as to which Zone model would provide the best physical evidence service to operational policing.

One view is that any structure should fit the Organisation's Regional model to overcome problems with current practices identified in other sections of this report for the provision of physical evidence and fingerprint support services. The other view is that in having identified the original problems and the two overlaps in the Regional Model, the Organisation should construct a more efficient and suitable structure to alleviate those problems.

To accommodate both viewpoints the Review has developed both a Regional and a Centralised model. The Regional Model places the Zones into specific Regions whilst the Centralised Model, based on geographic and other factors, allows a Zone to extend across Regional boundaries.

13.9 Regional Model

This model accepts the Service philosophy of regionalisation and seeks to place these specialised services as close to the community as possible irrespective of geographic and other difficulties. This model is supported by the proposed management responsibility and accountability structure described below.

The Region Command would have responsibility for operational tasking of Physical Evidence and Fingerprint Crime Scene Units and provide field support for those officers (e.g. administrative support, short term additional staff for physical evidence, 'Assist officers', vehicles, etc.). This infrastructure is felt to be advantageous for the support of the operation of both Physical Evidence and Fingerprint Crime Scene Units especially in areas distant from Sydney.

This model places the responsibility for certain functions with the Commanders, Fingerprint and Physical Evidence Sections, State Operations Support Group. They are:-

1. Policy for overall direction of the Sections and therefore Crime Scene Units.
2. Standards of performance of the Sections.
3. Recruitment and selection of officers to the Sections.
4. Education and training of officers within the Sections.
5. Deployment and transfer of officers within the Sections.
6. Education of investigators and Patrol officers in the role and needs of the Sections.
7. Procedural standards for work performed.

8. Quality control of work performance.
9. Counselling and disciplinary matters in respect to their specialist aspect of their duties.
10. Supply, servicing and replacement of specialist equipment.
11. Standards of work accommodation.

This model recognises that there are other functions, of an operational nature, that are logically the responsibility of a Region Command. These are:

1. The type of jobs Physical Evidence officers attend, i.e. job tasking.
2. Counselling and disciplinary matters in respect to operational matters.
3. The provision of short term support staff. (i.e., Physical Evidence 'Assist officers')
4. The temporary provision of motor vehicles when required.
5. Work accommodation and related running expenses.

This dichotomy of responsibility requires consideration of funding arrangements. Under the Regional Model it is envisaged that the Commanders, Physical Evidence and Fingerprint Sections, would be responsible for statewide funding of those areas designated as their responsibility.

Similarly the Region Command would be responsible for the funding of those matters for which they have operational responsibility (eg. overtime, travelling allowance). Authorisation for any such costs incurred would be the responsibility of the Zone Supervisor in consultation with Region Command.

13.10 Centralised Model

This model acknowledges the fundamental problems associated with a divided command structure and provides for all functions to be placed under the control of the Commanders, Physical Evidence and Fingerprint Sections, S.O.S.G. except operational tasking at Regional based Crime Scene Units. The commanders at these locations would have the authority to direct the attendance of Crime Scene Examiners to jobs rather than having to contact centralised control to seek their approval. Financial responsibility would also reside centrally.

This model recognises that those matters raised as numbers 1 to 11 in the Regional Model as the responsibility of the Physical Evidence and Fingerprints Sections, S.O.S.G., are interwoven with the responsibilities assigned to Regional Command numbered 1 to 4 and cannot therefore be efficiently split between two commands.

In addition, the Review anticipates that the establishment of a Forensic Science Laboratory it is envisaged that Physical Evidence Crime Scene Units, irrespective of location, will be centrally controlled from that laboratory. Any Zone model developed to facilitate efficiency should therefore take into account the establishment of a S.F.S.L. will not alter a centralised control structure. The establishment of such a centralised structure now, will provide a smoother transition in the future as well as re-establishing a previously efficient organisational structure for the provision of physical evidence and fingerprint services.

This model argues that the specialist services provided by the Physical Evidence and Fingerprint Sections are best managed from a central control whilst allowing local commanders the responsibility for operational tasking co-ordinated by the Zone Supervisor. From this standpoint the determination of Zone boundaries is not constrained by Region boundaries and thus the Centralised model presents a more service orientated infrastructure due to improved geographic relationships between the Crime Scene Units and the Patrols serviced by these Units. This structure still emphasises placing the service close to the community it serves.

It is argued that the 'Centralised' model has the best chance of achieving Statewide uniformity of operations through a clearly defined and highly desirable single command structure. Responsibility and accountability could be easily identified reducing ambiguity or 'diffusion' through a multiple Command structure. Lines of communication would be organisationally more efficient and handled by personnel with an understanding of the specialist area. Dual control is, detrimental to both the individual officer, and the organisation.

Further where different policies or procedures are adopted for the performance of identical roles this leads to conflict, criticism and legal argument about the differences to the detriment of the Police Service and the issue at hand. Mr. Justice Lees, in the Blackburn Royal Commission stressed the need for clear unequivocal lines of responsibility and accountability.

Most staff recruited to the Physical Evidence Section have been on a 'Relieve and Assist' basis later filling vacancies in authorised strength. The Review has identified many drawbacks with this system, one being the availability at any one location of suitable staff to perform physical evidence duties and the disposition of Commanders to make them available when needed.

The Centralised model gives the best chance of developing and implementing a uniform minimum standard of assessment criteria for personnel entering the Physical Evidence Section on a statewide basis.

Transfer of Physical Evidence and Fingerprint personnel can best be facilitated from a central location when factors such as maintaining operational capability is involved with consideration for staff experience, skill levels and workload commitment. Central control, through the Zone supervisors, would also allow flexibility in supplying relief staff on a short term basis to overcome unexpected/unusual workload situations arising from disasters, major investigations, heavy court commitments, absences at training courses or during periods of annual/sick leave.

At present half the total strength of the Physical Evidence Section and a higher percentage of the Fingerprint Section are controlled and supported from a central location. The required infrastructure exists for that number of personnel. Further, the Commanders of these Sections deal with many matters relating to decentralised locations for either determination or action because local authorities do not possess sufficient knowledge on the subject to be able to resolve the issue. This relates to all areas of command activities such as staffing, tasking, funding, training, discipline, accommodation, equipment and so on.

This model also facilitates the use of scarce specialities, i.e., bomb appraisal etc., to be more effectively managed across Patrol/District/Regional boundaries when required."

13.11 Criteria for determination of Zones

The Review addressed the determination of the Patrols which would be serviced by each Crime Scene Unit and the grouping of these Units into Zones for the Regional and Centralised Models.

The Regional Model ensures Patrols serviced by a Crime Scene Unit lie within a single Region. Likewise, all Crime Scene Units within a Zone must lie within a single Region.

The Centralised Model is not constrained by Region boundaries.

The following criteria was used to determine the Models:

1. The geographic location of existing Crime Scene Units.
2. The crime statistics for the Patrols serviced by a Crime Scene Unit.

3. The workload figures for the current Physical Evidence offices, with any adjustment for local variations in type of duties currently performed and effect from any proposed changes in Patrols serviced.
4. The accessibility by road and travelling times to Patrols within the Zone (i.e. restrictions by condition or climate)
5. The accessibility by road and travel times to other Crime Scene Units.
6. The feasibility of the Zone Supervisor to travel to the Units within the Zone at regular intervals (possibly monthly or quarterly) or when required.
7. The need for any additional Crime Scene Unit(s). Any proposed new Unit must also consider the availability of accommodation and any local conditions that may effect the operation or staffing of such a Unit.

A draft proposal was forwarded to all current Physical Evidence and Fingerprint Sections throughout the State for comment.

The analysis of responses to the draft furnished the following conclusions:

- * The Patrols serviced by the Crime Scene Units altered only slightly between the proposed Regional and Centralised Models.
- * Both models contained twelve Zones.
- * Zones contained between two and four Crime Scene Units in both models.
- * Both models differed only in the boundaries of two Zones in the South/South West Regions.

The Regional and Centralised Model Zones are shown in map form with accompanying lists and brief explanations in Appendices D2 and D3.

Recommendations

The Review believes the Zone Model will substantially improve the overall level of service provided by the Physical Evidence and Fingerprint Sections. Second, it will provide close supervision of Crime Scene Examiners and their workloads. Third, it will facilitate the development of managerial skills within the Sections.

Therefore, the Review recommends:

RECOMMENDATION 40

A Zone Model (either Regional or Centralised) be introduced for the Physical Evidence and Fingerprint Crime Scene Units.

RECOMMENDATION 41

The position of Zone Supervisor be introduced. This officer to also be the Leader of a Crime Scene Unit within the Zone.

RECOMMENDATION 42

The position of Zone Supervisor in each Zone be assessed by the Establishment Control Branch for the appropriate ranking.

RECOMMENDATION 43

Pending resource availability, two additional Crime Scene Units be established one at Nyngan and the other at Bega.

RECOMMENDATION 44

The minimum staffing level at each operational Crime Scene Unit be two qualified Crime Scene Examiners.

13.12 ORGANISATIONAL STRUCTURE

13.13 Background

The Review believes that the current organisational structure of the Physical Evidence Section has been detrimental to the ability of the Section to maintain standards of physical evidence work, training requirements, supervisory functions, and overall planning considerations. The addition of a Zone model would formally hand back many of the functions now informally undertaken by this Section.

In comparison the Fingerprint Section with very similar staffing levels has an organisational structure of a Superintendent and two Inspectors, to provide for the administrative needs of this Section. The Physical Evidence has one Chief Inspector and one Inspector attached to the Document Examination Unit.

The Review seeks to make no recommendations for change in the Fingerprint Section's organisational structure.

13.14 Canadian Organisational Structure

The Royal Canadian Mounted Police Forensic Identification Services has a centralised management control system. The N.S.W. equivalent of a Crime Scene Unit is referred to as a Forensic Identification Section. These Sections are located within a police Detachment (ie. a N.S.W. Patrol or District).

All professional aspects (policy, transfers, training, performance standards, disciplinary action, equipment, work accommodation requirements, etc.) are managed from the R.C.M.P.'s Identification Services headquarters in Ottawa. The Identification Services has a command structure of a Director (Chief Superintendent), assisted by a Superintendent, Inspector and Staff Sergeants and Sergeants.

Job tasking and general operational aspects are the responsibility of the local Commander in the Detachment. The overall authority for policing issues in each Province is the Solicitor General.

In the opinion of the Director this organisational structure has proved effective since its conception. There were no reported problems experienced in the division of responsibilities.

This organisational structure is analogous to the Regional Zone Model proposed by the Review.

13.15 Proposed Structure

The Review believes that the adoption of either a Regional or Centralised Model is necessary to provide a supervisory and managerial structure to support many of the Recommendations in this report. The Review acknowledges that this structure will place additional burdens on the Physical Evidence Sections present administration.

The Review believes the Physical Evidence's administrative and operational structure must be improved to accommodate the changes proposed throughout this Report. The organisational charts (Appendix C) show :

1. the overall lines of command
2. the operational lines of command
3. the training/personnel/research & development area.

The nomination of these areas within the Section concentrate on its two greatest needs; operational and training/education.

13.16 Operations Co-ordinator : Crime Scene

The Operations Co-ordinator : Crime Scene, would be responsible for the conduct of physical evidence duties of Crime Scene Units, both Metropolitan and Country and the Units closely allied to crime scene work, namely the Photogrammetry Unit, Video Unit and Coronial Investigation Unit. This Officer would be the facilitator of communications between the twelve (12) proposed Zone Supervisors (and related Crime Scene Units) and the Section Commander, ensuring that the supervisors and the officers attached to each Crime Scene Unit perform their duties in the manner required.

13.17 Operations Co-ordinator : Specialist Units

The Operations Co-ordinator: Specialist Units, would be responsible for the conduct of physical evidence duties for the specialist Units of the Physical Evidence Section, namely the Document Examination, Mapping, Photographic, Ballistics, Vehicle Examination Unit and Armoury. This Officer would be the facilitator of communications between the Unit leaders and the Commander, ensuring that the leaders and the officers attached to each Unit perform their duties in the manner required.

13.18 Co-ordinator : Training/Personnel/Research & Development

The Co-ordinator: Training/Personnel/Research & Development would have responsibility for the most far reaching effects of this Review. As had been indicated throughout this Review the training and education aspects of the Physical Evidence Section are products of past decades.

The Review can see no significant gains for forensic science or the criminal justice system generally unless training and education is lifted to a level commensurate with the important role undertaken by Physical Evidence officers.

The Review believes that the officer performing the task of co-ordinator will need an extremely high level of knowledge in educational areas, together with the skill and ability to interact not only with personnel of this Section but also with academic staff (Police Academy, T.A.F.E. and University of Technology in particular) and the forensic scientific and medical community attached to the current or proposed forensic science laboratories and forensic medicine institutions. The Review expects that the status of this officer would be no less than that of the two Co-ordinators in the Operational areas.

The Review therefore recommends:

RECOMMENDATION 45

The proposed Physical Evidence Section organisational structure be adopted for both operational and training areas.

13.19 Canadian Work Audit System

The R.C.M.P. employs a computerised work auditing system to keep statistical information on work performed in both fingerprint and physical evidence areas. This system allows both the Provincial and central management to monitor work performed on a Unit and officer level.

These records have been kept over the last eight years. This has allowed management to establish performance levels expected from all Identification Officers. The Review was informed that initially opposition to this system was experienced, however, the monthly statistical reports and yearly audit has become an accepted procedure. The statistics provide a degree of individual work motivation from rivalry within an office. The statistics also provide the supervisor with a means to identify problem areas.

The Working Party examined this system and obtained documentation on the collection and analysis of statistics. The methodology employed by the various supervisors, at all levels within the Identification Services, to develop management strategies from these statistics was researched and documentation obtained. It was evident that these statistics provided management with practical information on which to base organisational decisions such as staffing levels, individual performance and quality control.

13.20 Case Management System

The Review is aware that some statistical records are maintained at the Physical Evidence Section, the Fingerprint Section and the Organisational Analysis Section. However, in comparison to the Canadian system it is less sophisticated, providing a weaker management tool.

Therefore, the Review recommends that a computerised case management system be developed which will encompass work performance areas, project staffing levels necessary for the appropriate resourcing needs of the Physical Evidence and Fingerprint Sections, as well as providing a report to investigators on the outcome of Physical Evidence examinations. The Canadian experience would provide a base model from which the case management system for the Physical Evidence and Fingerprint Sections could be developed.

RECOMMENDATION 46

The proposed computerised case management system include statistical information for areas of work performance and staffing levels.

14.0 TRANSFER AND RECRUITMENT

14.1 TRANSFER POLICY

14.2 Background

Prior to the recent introduction of changes to Departmental policy on the transfer of Police Officers (Police Service Weekly, 1 January, 1990, 'Transfer and Removal Costs') officers transferred either into, or out of, the Physical Evidence and Fingerprint Sections did so without policy restrictions.

This situation allowed these specialist Sections to recruit interested officers subject only to completion of a period of operational policing and release from their current duties.

14.3 Problems associated with current policy

The Review considers that the efficient operation of the Physical Evidence and Fingerprint Sections is seriously impeded by the Department's policy on transfers, specifically:

- * Requiring interested officers to wait for periods of up to three years at their present location before being eligible to transfer into either Section.
- * That no assessment of suitability for such specialised duty can be made by, or upon, the officer transferring to the Section until actual transfer and the performance of duties in that Section.

The Review believes that the present transfer policy in the way it effects both the Physical Evidence and Fingerprint Sections is ill-suited to the Corporate Objectives:

- * To increase feelings of safety and security in the community by giving priority to order maintenance and crime prevention and detection programs.
- * To improve management of the organisation to optimise the use of its human and financial resources.

The substance for this belief is based on the effect of the current transfer policy on both these Sections.

The Review acknowledges the desirability of the policy which requires that an officer has at least three years general duties policing before seeking entry to the Physical Evidence or Fingerprint Sections [Policy document: 5.0 SPECIALIST TRAINING, at 5.2].

14.4 Proposed policy

However, there are three problems created for these Sections under other clauses in the Transfer policy. First, an officer may have three years operational policy but have less than three years tenure at his/her present work location. Hence this officer would not be eligible for transfer to the Physical Evidence or Fingerprint Section. This is undesirable as the policy imposes limitations on both Sections in their recruitment and selection of interested officers to fill vacant positions.

Second, information on the working conditions and nature of duties of these Sections can be provided verbally or in writing to an interested officer. However it is difficult, if not impossible, to predict how this work will impact upon the individual until they perform these duties, eg. number of examinations involving dead bodies in various stages of decomposition, mortuary duties, levels of responsibilities, etc.).

For both the transferred officer and the organisation's benefit an assessment period of six months is seen as the most likely method to prevent mismanagement of human resources.

The issue of transfer of any officer working in these Sections after the assessment period, but before their three years tenure in the Section is completed, is covered by the provisions of the transfer policy document [Policy document: 4.0 TENURE OF SERVICE, at 4.2] where exceptional situations can be recognised by the Transfer Co-ordination Committee.

Third, any policy should aim to attract the right officers whilst avoiding the potential to attract officers who are merely seeking a transfer from their current location by using these Sections as stepping stones to other locations.

The Review considers that any transferred officer, who for whatever reason, does not complete their six month assessment period, should be returned to their previous location. Thus a genuinely interested officer, who has to leave a location which suits him/her would not be disadvantaged if the Physical Evidence/Fingerprint duties were found to be unsuitable. Conversely, the policy would deter non-genuine applicants from seeking transfer as it will not be seen as an escape route from their present location.

In examining this assessment period and return provisions, the Review considered the potential economic costs of these changes based against the costs of specialist training for any unsuited officer. Both Sections are relatively small, with low turnover rates. Also the Review recommends that the selection procedures for the Physical Evidence Section and Fingerprint Section will be the responsibility of the respective Commanders, in contrast to the current situation

for Physical Evidence. For these reasons the number of transfers are expected to be minimal, possibly less than ten, in any year (excluding changes in authorised staffing levels). The deliberations of the Review were taken by deputation to the Transfer Co-ordination Committee. It was resolved in consultative discussions that changes which the Review sought were beneficial to the organisation. Concern was expressed by the Committee that the six month assessment period needed to be carefully assessed with regard to personnel policies. The result of the discussions form the following recommendations:

RECOMMENDATION 47

Transfers into and out of the Physical Evidence and Fingerprint Sections be the responsibility of the respective Commanders.

RECOMMENDATION 48

Transfers into the Physical Evidence and Fingerprint Sections are exempt from requirements of tenure of service in any work location.

This exemption should be stated in the policy document on transfers and in any advertisements for Physical Evidence/Fingerprint positions.

RECOMMENDATION 49

All police transferring into these Sections begin a six month assessment period. At any time during this period the transferring officer has the option of leaving the Section. Alternatively, if the Commander of the Section decides that the officer is unsuited to the nature of the duties, then the Commander can transfer the officer.

RECOMMENDATION 50

A formalised assessment criteria for the six month period be established for all officers transferring to either Section. Such criteria is to be valid and justifiable for duty in those Sections.

RECOMMENDATION 51

Any officer transferred out of these Sections during the assessment period will be returned to his/her previous Patrol (Section), or if not available then within the same District

RECOMMENDATION 52

Tenure of service provisions for officers within these Sections should incorporate the assessment period.

The Review has also considered the question of transfer of all existing staff within both the Physical Evidence and Fingerprint Sections for both Metropolitan and Country Units. Should the State Executive Group endorse either of the Zone Models proposed, the Review believes that the Commanders of these sections should be responsible for the transfer of all existing staff to ensure a professional service is provided and maintained at every location. The Review therefore recommends

RECOMMENDATION 53

The Commanders of the Physical Evidence and Fingerprint Sections should be responsible for all transfers of existing staff to positions within respective Physical Evidence/Fingerprint Units throughout the State.

14.5 RECRUITMENT AND SELECTION

14.6 Background

The Fingerprint Section has always filled vacant positions as a centralised function. All current appointments are made from, and all recruits are trained at, this central location at Parramatta. The Review has found this to be the most effective method and not in need of change.

The Physical Evidence Section has for many years used an (unauthorised) position of 'Relieve and Assist' to provide supplementary human resources to the Section. The provision of this position has been at the discretion of the local Commander responsible for administration of the Unit. The position may be filled on a semi permanent or temporary capacity from the uniform ranks (usually at the station where the Crime Scene Unit is located).

The Relieve and Assist undergoes a type of apprenticeship with the local Crime Scene Examiner. The Relieve and Assist would take responsibility for all crime scene examination duties when an Examiner is not available.

'Relieve and Assist' officers have later filled permanent (authorised) positions when they become available at that Unit. This system promotes the internal movement of an officer from general duties to physical evidence duties within the same Patrol.

Recruitment to the specialist Units of the Physical Evidence Section came from two groups: Crime Scene Examiners or from within the police ranks generally. The numbers entering these Units are small.

The Review considered the recruitment practices for both Sections. The Fingerprint Section because of their training requirements need to recruit centrally. The Review endorses that Section's recruitment policy.

The Review believes that changes are required to the recruitment practices for the Crime Scene Units and to the specialist Units of the Physical Evidence Section.

14.7 Problems associated with current policy

The current lack of uniformity for recruitment of Physical Evidence Crime Scene Examiners is incomprehensible: the local Relieve and Assist selection practice does not effectively identify all those Police having applicable skills, and/or interest in Physical Evidence duties within the State. Normally those selected or nominated are either stationed at, or near, the Physical Evidence Section and have been given the opportunity to fill relieve and assist positions. Officer stationed at other Patrol often have little likelihood of

being given a chance to perform Relieve and Assist duties. A second problem with allowing staff recruitment to occur at patrol or District levels, is their inability to establish and apply a uniform level of recruiting assessment criteria.

The Review was unable to find any other group of specialists who, in attempting to gain recognition of professional status, would be prepared to place untrained or semi-trained persons in a relieving position when the potential ramifications from errors would bring discredit upon the organisation.

The Review is also concerned about the status of this recruit when presenting evidence in a contested Court matter. There is little doubt that the evidence offered, considering the little training this officer has been given would be open to attack by the defence and his/her opinion discredited. (For a concise summary of this legal position see Freckelton, I.R. The Trial of the Expert : A Study of Expert Evidence and Forensic Experts. Oxford University Press, Melbourne, 1987 (Chapter 2).

Additionally, general staff shortages prevent the Patrol Commander making staff available for Physical Evidence Relieve and Assist positions. Across the twenty six locations in the State there are about nine Relieve and Assist officers performing either full or part time duty. Most other locations had a Relieve and Assist position but were unsuccessful in their attempts to have that position filled.

14.8 Proposed policy

The Review believes that the system in its present format cannot be continued if a professional Physical Evidence service is to be provided.

It is acknowledged that one reason Relieve and Assist positions were created was to alleviate the workload of Crime Scene Examiners and to provide valuable training to inexperienced police on the work of the Crime Scene Examiner and the value of physical evidence.

The Review believes that an 'Assist' position would be beneficial in this regard. Any assist officer would not be responsible for any case or subsequent Court presentation.

The performance of 'Assist' duties would provide the officer with an understanding of the role and duties of Crime Scene Examiners for incorporation into their general duties role or for later transfer into the Section to train as a Crime Scene Examiner.

The Review therefore recommends:

RECOMMENDATION 54

The current system of 'Relieve and Assist' positions be terminated and replaced by 'Assist' positions. These positions to be of a temporary nature and depend on availability of personnel.

RECOMMENDATION 55

All current 'Relieve and Assist' officers, working in the Section on either full or part time basis, either assume 'Assist' positions or be formally assessed for entry into the Physical Evidence Section pending any Crime Scene Examiner vacancy.

The Review also believes that staffing of the scene-related specialist Units of the Physical Evidence Section (eg. Forensic Ballistics Unit) could be improved by recruiting from experienced Crime Scene Examiners. The Review believes that a desirable qualification for positions within many of these specialist Units should be crime scene examination experience. This would provide valuable background knowledge and experience upon which to base the appropriate specialty field. The Review therefore recommends:

RECOMMENDATION 56

Recruiting into the scene-related specialist Units of the Physical Evidence Section would have as a desirable qualification previous experience at crime scene examination.

14.9 Advertising positions

The Review is of the opinion that all vacancies which occur within the Physical Evidence and Fingerprint Sections should be advertised in the Police Service Weekly. This system allows all potential applicants the opportunity to apply for positions. This will provide the widest group from which to select.

The Review therefore recommends :

RECOMMENDATION 57

All vacant positions in the Physical Evidence and Fingerprint Sections should be advertised in the Police Service Weekly.

14.10 Selection procedure

Canada

Selection procedures were examined for entry into the Forensic Identification Services of the Royal Canadian Mounted Police. This system differs structurally from this State as entry into the section entails a promotion (from Constable to Corporal). The direction which Canada (both the R.C.M.P. and the municipal Metropolitan Toronto Police) are taking is to psychologically test applicants. It was stated that this method, conducted by a psychologist, gave useful information on the future ability or capability of an officer to perform in this field.

N.S.W. Proposal

The Review also believes that selection procedures should entail a panel of two (or more) senior members of the Physical Evidence and Fingerprint sections and the Staff Officer Personnel, State Operations Support Group.

The Review believes that a point system, similar to other job interviews, be utilised by this panel to assist in selecting applicants. A more accurate assessment of an applicant should be obtained thus reducing the possibility of officers entering the Sections then finding the duties unsuitable. This should reduce overall transfer costs from the Sections. The Review therefore recommends:

RECOMMENDATION 58

All applicants be interviewed by a panel comprising at least two (2) senior members of the respective Section together with the Staff Officer Personnel, State Operations Support Group.

RECOMMENDATION 59

A point system, similar to other job interviewing procedures, be utilised by the panel to assist in selecting applicants. This point system to be approved by the Personnel Branch prior to implementation.

15.0 TRAINING AND EDUCATION

15.1 Background

Throughout the Review there was a realisation that a unique opportunity was available to make substantial changes to the way in which the physical evidence within the Police Service, and forensic services generally, are provided to the criminal justice system. One of the major areas for far reaching changes was the training and education of members of the Physical Evidence Section. This issue impacts upon the professionalism of the personnel and on the perception of the quality of work and evidence presented by officers before the magistracy, judiciary, juries and legal profession.

Surveys, Non-Commissioned Officer meetings and personal interviews of most officers in the Physical Evidence Section showed overwhelming support for the establishment of a tertiary course to increase the officers knowledge, ability and status as a Crime Scene Examiner. The Review accepted this endorsement in examining the education and training needs of this Section.

Training is also entwined with implications arising from the proposed establishment of a Police funded State Forensic Science Laboratory. Currently our criminal justice system is serviced by a fragmented laboratory system, however, an integrated laboratory would have substantial ramifications to Police forensic science services. The Review envisages the establishment of an integrated laboratory with police and scientists from different disciplines working within the same complex but with separate though interrelated functions.

The implications for a police group operating in such an environment is evident from the experience of the Victorian State Forensic Science Laboratory and the South Australian State Services Laboratory. In both these laboratories Police are experiencing difficulty in retaining recognition of their specialty skills and expertise. Neither of these police groups, within the laboratories undertake the level of tertiary training to be recommended by this Review for N.S.W.

The Review believes that the level of training to be offered to Police forensic officers would be viewed by scientists and pathologists as both confirming and consolidating the crime scene examination as a skilled specialty area and providing Crime Scene Examiners with an increased status.

15.2 Other Approaches

The Review's research in other Australian States, England and Canada did not find any training package on physical evidence (aside from fingerprint training) of a standard of the package

being recommended by this Review for New South Wales. London's training package has been described earlier in this report. It emphasises fingerprint training spread over a five year period. Canada has a two month intensive training program concentrating on fingerprints and photography followed by a one year understudy program. There is little emphasis on other physical evidence examinations. This deficiency has been recognised and is being addressed.

Other Australian States have been watching the development of this State's approach with a view to improving their training and education packages.

15.3 Problems associated with current policy

The Fingerprint Section has at this time developed in-service courses, which are relevant and applicable to the work performed by these officers. Their courses are currently before the Academy and the Police Education Advisory Council for approval. The Review accepts the courses prepared by the Fingerprint Section as being appropriate in-service courses subject to their acceptance by P.E.A.C.

The Physical Evidence Sections present selection and on-the-job training of new crime scene officers takes place at the (decentralised) work location. Some specific training programs are conducted from the Sydney Police Centre. However, for many years there has been no structured training of Physical Evidence personnel and the effect of this neglect is evident and needs to be reversed.

The current major training initiative is the Crime Scene Examiners course run over a ten (10) day period. This course is the basis on which all Crime Scene Examiners conduct their examinations of crime and incident scenes and the collection of evidence contained therein. As there is a great complexity and variety of scene examination and related duties performed by these officers, clearly they are generally ill equipped to conduct the breadth and depth of examinations required of them.

The only other course consistently run for Crime Scene Examiners is the Police Drafting course, run over eighteen (18) days. Other short courses on various subjects have been conducted but not on any consistent basis.

15.4 Proposed Policy

The fields of crime scene examination, ballistics, documents and vehicle examination and fingerprints are areas identified and affected by scientific advancements, both procedurally and technologically. Physical Evidence and Fingerprint officers are required to recognise, interpret and implement these developments in their work. To cope with the increasingly complex work environment, officers need to assimilate

information and understanding of scientific discipline and analytical requirements related to their handling of items for subsequent testing and examination by experts. The Crime Scene Examiner requires a considerable depth of knowledge to provide advice to investigators at the scene, be able to maximise both the finding and collection of physical evidence, know when and why a scientist may be of benefit at the scene, facilitate the examination of an item by an expert and provide the knowledgeable link between the investigator (or the case) and the laboratory.

15.5 Tertiary Course

The training package proposed by this Review must be considered in light of long term planning concerns. The Physical Evidence in-service courses which have at times been conducted by the Section will require thorough review and upgrading to achieve accreditation for incorporation within a proposed tertiary course.

A sub-committee of the Review has been consulting with tertiary institutions prepared to develop a course suitable for forensic purposes.

As a result of those consultations, the Review believes that the most appropriate course available is the Associate Diploma in Applied Science (Forensic Science) run over four (4) years on a part-time basis at the Bruce T.A.F.E. College in the A.C.T. It was developed for the Australian Federal Police and is offered to the Scientific Investigation personnel attached to that Force.

Negotiations have taken place with the N.S.W. T.A.F.E. institution to develop a similar course for New South Wales Physical Evidence officers. It is believed that the course will be conducted in two streams :

1. T.A.F.E. component - Subjects to be offered by T.A.F.E.
2. Police component - Subjects that are a police responsibility.

The course conducted by T.A.F.E. will have an external package to enable access by Crime Scene Examiners stationed in country areas.

Successful completion of both the T.A.F.E. and Police component would lead to the award of the Associate Diploma in Applied Science (Forensic Science). The Review believes that this course will provide the impetus to increase the productivity of Crime Scene Examiners by making them more proficient officers in their work and hence contributing more to the criminal justice system. The Review would recommend that the State Executive Group support this proposed course and provide funding to develop it for the New South Wales Police Service.

The Review believes that all physical evidence officers should be encouraged to undertake and complete this Associate Diploma.

Consultation is also taking place between the University of Technology and the Review's education sub-committee to seek accreditation and credits for the Associate Diploma in Forensic Science for those officers wishing to progress to the newly introduced Bachelor of Science (Forensic Science) course conducted at U.T.S.

15.6 Police Component

The skills and understanding required by physical evidence officers cannot be learnt purely from text books. About half of the content of the Associate Diploma conducted by the Bruce T.A.F.E. is prepared and delivered as in-service education, within the Australian Federal Police. These courses are conducted under the guidance and lecturing of the Head of Forensic Services of the A.F.P. (a forensic scientist) and the course designer (an academic with a physical evidence background). The professional standing of both these people ensure the course (and the in-service component) is of high quality and receives academic the appropriate academic.

The Associate Diploma to be conducted in this State must have its own input for the police component. The A.F.P. have prepared a suitable in-service component for their Associate Diploma. This will provide a guide for the in service component for the N.S.W. based course.

The Review understands that the Fingerprint Section has already prepared a training syllabus to be presented to the Police Education Advisory Council (P.E.A.C.) for evaluation and implementation. The content of the A.F.P. course has not developed the speciality area of Fingerprints. It would be possible for the Fingerprint Section upon examining the other components of the course to develop appropriate fingerprint units which would meet requirements for an Associate Diploma in their area of speciality.

To confirm the police component or 'in-service courses' has the support of the Academy the Review believes that its development should come under the guidance of the School of Investigation and Intelligence.

The police component of the Associate Diploma must also meet the requirements of the P.E.A.C. To reach the required standard the Review believes that a person with academic qualifications should be made available to assist in the course development. The importance of a senior lecturer, specialising in curriculum development attached to the Police Academy would be desirable if not essential for the development of the course.

The Review believes that the in-service courses must also provide sufficient content to enable an officer to achieve the standard of a qualified 'Crime Scene Examiner' without the need to qualify for the Associate Diploma award.

The in-service courses would therefore need a comprehensive assessment procedure, both theoretical and practical, to allow successful officer progress from Trainee Crime Scene Examiner to Crime Scene Examiner. At such time an officer would then be recognised as competent enough to take responsibility for case work by themselves.

To present a comprehensive education and training package the Review recommends :

RECOMMENDATION 60

The State Executive Group support the proposed Associate Diploma in Applied Science (Forensic Science) for the Physical Evidence Officers of the N.S.W. Police Service and provide funding for its development.

RECOMMENDATION 61

Police working in the Physical Evidence Section be encouraged to enrol in the Associate Diploma in Applied Science (Forensic Science) as the basic tertiary education by reimbursement of fees by the Department.

RECOMMENDATION 62

Negotiations by the education sub-committee continue with the University of Technology with the view to acceptance of the Associate Diploma Course as credits towards the Bachelor of Science (Forensic Science).

RECOMMENDATION 63

Fingerprint personnel examine the components of the Associate Diploma course which are applicable to their needs with a view to structuring an appropriate Associate Diploma course in their specialist area.

RECOMMENDATION 64

All in-service courses of Physical Evidence and Fingerprint officers be a component of, and come under the guidance of, the School of Investigation and Intelligence, N.S.W. Police Academy.

RECOMMENDATION 65

A person with appropriate academic qualifications, (a senior lecturer, curriculum development, from the Police Academy) should be made available in Sydney on a full time basis for the development of Physical Evidence/Fingerprint courses.

RECOMMENDATION 66

All in-service courses be properly developed to meet the academic standards required for the police component of any tertiary course and then placed before P.E.A.C. for approval.

RECOMMENDATION 67

Negotiations be commenced with external tertiary institutions for the acceptance of P.E.A.C. approved courses in the forensic area for accreditation at university level.

RECOMMENDATION 68

Trainee Crime Scene Examiners undergo a comprehensively assessed in service course in practical and theoretical aspects of crime scene examination, before being eligible to achieve 'Crime Scene Examiner' status. Such status recognises an officer as being competent to take responsibility for cases.

RECOMMENDATION 69

A training register be developed to enable a record to be kept of each officers course work (including in-service courses) progress and performance.

The Review recognises that both Physical Evidence and Fingerprint personnel need to interact closely with investigators and appreciate the other's needs. This interaction should improve if officers from the Sections have the opportunity of completing relevant components of the Investigators and Detectives Course. The knowledge and associations from these courses should enable them to more fully understand the investigators requirements and therefore, provide a better physical evidence service as part of the investigation team.

The Review also believes that the Detectives Education Programme should receive input from the Physical Evidence and Fingerprint officers to ensure the future training of investigators is comprehensive in these areas.

RECOMMENDATION 70

Components of the Detectives training course be selected for inclusion in the training of Physical Evidence and Fingerprint officers.

RECOMMENDATION 71

The Commanders of Physical Evidence and Fingerprint Sections be invited to have further input into investigators education programs.

In line with the recommendations for training and education for both Physical Evidence and Fingerprint officers, the Review believes that officers must demonstrate a commitment to achieving a desired proficiency level in their training and subsequently in their work. Failure to demonstrate this ability would make that officer unsuitable to work within these Sections.

To support this philosophy the Review therefore recommends:

RECOMMENDATION 72

It be compulsory for all Physical Evidence and Fingerprint police to successfully complete all components of in-service courses and the relevant components of the Investigators/Detectives Course, in line with Police Service requirements and their particular duties.

RECOMMENDATION 73

Officers who fail Physical Evidence and Fingerprint courses be given counselling and the offer of remedial time, should a second failure occur consideration be given to re-deployment of that officer.

16.0 LOCATION OF TRAINING COURSES

16.1 In-service component

The Fingerprint Section has well established training facilities at the Ferguson Centre, Parramatta. It is staffed by qualified officers and has established effective training procedures which can accommodate all new recruits.

Within the present structure of the Physical Evidence Section there are insufficiently trained and inexperienced officers performing crime scene duties throughout the State. This creates problems for the officers conducting crime scene examinations and the overall quality of the work of the Section.

The proposed tertiary level training for the Physical Evidence Section will consist of about one half 'in-service' courses. These courses will be undertaken by new recruits into the Section and those present staff who have not received the appropriate training. The present accommodation at the Sydney Police Centre will be adequate to train officers for the in-service courses. The establishment of a Training School will be discussed later in the report (it is anticipated that this school will require the purchase of some equipment).

16.2 External component

The decentralised locations of Crime Scene Examiners creates difficulties in conducting some of the T.A.F.E. components of the proposed Associate Diploma Course (eg. the chemistry and physics sections of the course which require face to face lecturing and experiments). The Review also understands that all units in the T.A.F.E. component would not be available at each T.A.F.E. College. However the Police Academy has such facilities available and this would be the most cost effective venue to run these units of the tertiary course (i.e. costs involved in training current officers if they had to be located in the Sydney Metropolitan area). It is understood that T.A.F.E. would provide the educators at the Police Academy when required.

Therefore to provide the most cost effective training the Review believes that, where possible, the Police Academy (Goulburn) should provide all necessary facilities for Physical Evidence and those that might be required for future Fingerprint courses for the external components of any proposed tertiary course.

In relation to the location for education for the external course component of the Associate Diploma in Applied Science (Forensic Science) the Review recommends :

RECOMMENDATION 74

The Police Academy (Goulburn) provide, where possible, all necessary facilities for Physical Evidence and Fingerprint courses.

RECOMMENDATION 75

T.A.F.E. components of the proposed Associate Diploma for Physical Evidence and Fingerprint officers, where appropriate, be conducted at the Police Academy.

17.0 ONGOING TRAINING

17.1 Background

The progressive development of forensic science is evolving technologies and procedures which enhance the detection, collection and analysis of physical evidence. One of the best examples is the incorporation of genetic technology (DNA) as a tool of forensic science. The implications of this technology to the Crime Scene Examiner is the necessity for exacting procedures for gathering of biological material for testing. Sample collection methods emphasising minimal degradation and contamination become paramount concerns.

Physical evidence practitioners (including fingerprint officers) need to keep abreast of developments which affect their duties to ensure the scene is examined thoroughly, that collected items are appropriately handled for later scientific analysis and that the officer can deliver a professional standard of evidence in Court.

The Review has already noted the disparity of training between the Fingerprint Section and the Physical Evidence Section. The Fingerprint Section has an established training unit and a structured training program at the Ferguson Centre. The Physical Evidence Section conducts spasmodic in-service training courses at the Sydney Police Centre.

17.2 Proposed Training

The Review proposes the establishment of a Physical Evidence Training School, initially located within the Physical Evidence accommodation in the Sydney Police Centre [Ideally this accommodation would later be incorporated in the proposed integrated Police State Forensic Science Laboratory]. This school would provide in-service courses for trainees following their six months assessment period. It is anticipated that the trainee period may be between 12 to 18 months.

This period as a trainee together with the proposed tertiary course will remedy part of the training and education issue. However this is the first stage in the professional development of a physical evidence practitioner. Ongoing professional development necessitates short periods (say one or two days) of workshops and seminars for officers. The School would provide the venue for this training and also focus for research on technology and procedures for the development of crime scene examination and the specialist areas within the Physical Evidence Section.

The training school would be led by the Training Co-ordinator. This officer would be responsible for co-ordinating all courses, standard of all lectures, the in-service component of the Associate Diploma course and generally monitoring of the effectiveness of all training undertaken by Physical Evidence

officers. To fulfil the pressing need for training of existing officers and recruits the training school would need to be adequately staffed and resourced. The Review believes that in addition to the Co-ordinator there would be an initial requirement of a staff of three officers to assist the Co-ordinator.

As part of the commitment to research and the development of professional skills for physical evidence personnel, the Review believes that the proposed Physical Evidence Training School should be given a research grant each year in the sum of four thousand dollars (\$4,000). The award of a grant, or grants, to this amount should be made by the Commander of the Physical Evidence Section in consultation with the Co-ordinator of the Training School. This research grant is not intended to replace the Police Service Research Programme but rather to concentrate on urgently needed improvements to operational practices, which will only be achieved if individuals within the Section receive encouragement to question their past practices and keep pace with forensic science developments.

The Review strongly supports the exchange of information and staff with other forensic science agencies servicing Police Forces in other Australian States and overseas. The research undertaken overseas as part of this Review, particularly in Canada, demonstrated the advantages of appraising the operation of progressive, respected organisations. Such exchange is vital for the initial and ongoing development of professional procedures and related technology to attain and maintain world respected status.

The Review recommends:

RECOMMENDATION 76

A small training school be established in the Sydney Police Centre (to be later relocated to the proposed Forensic Science Laboratory) for the preparation, co-ordination of delivery and monitoring of in-service and academic lectures as well as specialised training and research.

RECOMMENDATION 77

All police successfully completing their six months assessment period be transferred to the Physical Evidence Section, Sydney Police Centre to undergo training and education up to the level of Crime Scene Examiner.

RECOMMENDATION 78

The Physical Evidence Training School and the Fingerprint Training at the Ferguson Centre, to fulfil their functions, be adequately staffed and resourced.

RECOMMENDATION 79

A research grant in the sum of four thousand dollars (\$4,000) be made available yearly to the Physical Evidence Training School for allocation by the Commander, Physical Evidence Section to improve operational practices and keep pace with forensic science developments.

18.0 SPECIALIST PROGRESSION

18.1 Background

The changes proposed in this Report to the recruitment, selection and training of officers in the Physical Evidence/Fingerprint Sections require the recognition of levels of abilities.

18.2 Physical Evidence Section

Assessment Period

Recruits to the Section should undergo their assessment period at the nearest Crime Scene Unit to where they are stationed, where this is practical. No transfer costs would then be incurred. The Leader of that Unit would be responsible for providing instruction and overseeing their duties and performance on a daily basis. The Zone Supervisor would be responsible for regular and final assessment for suitability as a potential Crime Scene Examiner.

Physical Evidence Trainee Crime Scene Examiner

On passing the assessment phase the recruit would be transferred to the Sydney Police Centre Crime Scene Unit (or the Crime Scene Unit attached to the State Forensic Science Laboratory (S.F.S.L.) when completed). These Units would be recognised training centres for new staff.

Trainee Crime Scene Examiners would undergo the initial stage of their trainee phase at these Units. It is anticipated that all Trainees would complete a period at the proposed S.F.S.L. Crime Scene Unit to understand the Laboratory's role and needs and the Crime Scene Examiner's responsibilities regarding the Laboratory.

A structured training program would be implemented for all Trainees immediately following their transfer to the Sydney Police Centre (or S.F.S.L.) Crime Scene Unit. This program would aim to assign the Trainee to the in-service program as soon as practicable. The Trainee would be encouraged to start the Associate Diploma.

After completing the initial in-service course/s, the initial phase of the field training and passing an assessment by the Leader of the Unit, the Trainee would be eligible to transfer to any suburban Crime Scene Unit or remain at the Sydney Police Centre Crime Scene Unit (or S.F.S.L.).

A Trainee working from a suburban Crime Scene Unit would be ideally located for undertaking further in-service courses and workshops and establishing study patterns for the Associate Diploma course. The Trainee's progress could also be closely monitored by the Leader of the suburban Unit and the Training Co-ordinator at the Physical Evidence Section.

Crime Scene Examiner

At any time after completion of the in-service courses Trainees can submit themselves for assessment for Crime Scene Examiner status. This process would involve a nominated Crime Scene Examiner working with them to observe their level of competence in all phases of crime scene work (eg. scene examination, scene control, recording, deciding when to call an expert to the scene, relating to investigators, identifying, handling, collecting, packaging of items of evidence, examining evidence and facilitating an item's examination by an expert, court presentation, and so on). Following successful completion of this stage the Trainee would sit before a panel of experienced Examiners and demonstrate their knowledge about their duties (eg. legislative powers, correct procedures, recognition of appropriate resources, and so on). Successful completion of this assessment would enable the officer to be called Crime Scene Examiner and have eligibility for transfer throughout the State.

Training should not stop with the officer progressing into the Crime Scene Examiner level. The nature of crime scene work involves practitioners researching and adapting new technologies and procedures into this specialised area to maintain professional standards. Workshops and further in-service courses would provide the upgrading of skills and knowledge supplemented by the individual's self training. The Examiner's work would continue to be monitored, through their Zone supervisor and the case management system, to remedy any problem areas, identify further training required, and target the need for changes in the Trainee phase.

Senior Crime Scene Examiner

The next and highest level attainable is Senior Crime Scene Examiner. This is not related to any departmental rank. The officer would be recognised as having developed specialty area/s of knowledge, skills and abilities in the crime scene discipline. The Senior Crime Scene Examiner would be involved in the training of others in their specialty areas. This officer would be of a calibre suitable to join the Major Crime Response Team. It is recognised that some members of the Physical Evidence Section are already at this level.

Grading

All present and future staff would be individually assessed for grading at Trainee Crime Scene Examiner, Crime Scene Examiner and Senior Crime Scene Examiner level. This process would involve a panel chaired by the Commander of the appropriate Section, and utilise justifiable and valid assessment criteria.

Specialised Units

The officers within the specialised Units of the Physical Evidence Section, such as the Forensic Ballistics, Document Examination, Vehicle Examination Unit and so on would undergo similar internal review with assessed levels of professional progression (eg. Vehicle Examiner).

The Review recognises the importance of crime scene examination skills in those Units closely related to crime scenes (such as the Ballistics Unit, revised Vehicle Examination Unit and proposed Fire Examination Unit). Officers joining these Units should, where possible, undergo their initial training within the Crime Scene area similar to the structure for Crime Scene Examiners to the level of eligibility for transfer to other suburban Units. Thus the Trainee would understand the fundamental principles and procedures involved in crime scene examination and be able to relate these to duties in the specialist Units.

Units of the Physical Evidence Section not having close scene related duties would undergo review in a similar manner but without the need, or desirability, of training in crime scene skills.

18.3 Fingerprint Section

The Fingerprint Section has developed a similar grading system and should be implemented for career advancement. Such a system already operates in other Australian Fingerprint Sections, eg. Queensland and Victoria. The New South Wales Fingerprint Section would adopt, similar to the Physical Evidence Section, three levels with a comparative grading assessment. These levels would be :

- Level 3 - Fingerprint Technician.
- Level 2 - Fingerprint Expert.
- Level 1 - Senior Fingerprint Expert.

The Review therefore recommends:

RECOMMENDATION 80

Police, during their assessment period for Physical Evidence be allowed, where practical, to perform their duties at the nearest Crime Scene Unit.

RECOMMENDATION 81

A grading system be introduced to recognise the levels of abilities of all officers in the Physical Evidence and Fingerprint Sections.

19.0 QUALITY ASSURANCE

19.1 Background

The collection and examination of evidence by Crime Scene Examiners is subject to a very high degree of scrutiny due to the nature of the work and the possible consequences of error. Forensic Sciences Laboratories are also the subject of this high degree of scrutiny and have sought to overcome this important issue by the use of a Quality Assurance system. Such a system provides standards, training and proficiency testing.

Quality assurance systems have, in the main, been directed to the work of the Forensic Science laboratories. In South Australia the American Society of Crime Laboratory Directors (A.S.C.L.D.) package has been employed in testing some of the procedures of the physical evidence officers. The Forensic Identification Services of the Royal Canadian Mounted Police is currently developing a means by which shoe print identifications can be made using similar strategy for fingerprint identifications, that is an established number and types of points of identification resulting in confident and measured assessment of identification. The development of such standards can only improve the difficulties faced in the training of Crime Scene Examiners and Court presentation.

The Review considers that it is imperative that a quality assurance system be established within the N.S.W. Physical Evidence Section both in the interests of justice and for the protection of the individual.

19.2 General Principles

The general principles underlying quality assurance are :

- * The promotion of a uniformly high standard of performance by all officers ranging from the examination of scenes of crime to the presentation of evidence in courts.
- * The identification and correction of problems which arise with the level of work performance.
- * The education and encouragement of all staff, thereby ensuring a high quality physical evidence service.

19.3 Essential Features

The essential features of such a system are

- * Establish and maintain a manual of acceptable operating procedures.
- * Appropriate methodology should be established for these procedures and continuously monitored by the use of adequate controls.
- * Crime Scene Examiners must be thoroughly trained in all techniques related to their work.
- * Completion of any training module would require the Crime Scene Examiner to demonstrate competency in that technique, or repeat the training module.
- * A system of independent checks on the quality of the work performed should be established.
- * Any discrepancies should be thoroughly investigated and appropriate remedial action taken.

This does not preclude the responsibility for day to day maintenance of standards by the Zone supervisor.

The Review therefore recommends :

RECOMMENDATION 82

A manual of standard operating procedures be established and maintained for all Units of the Physical Evidence Section involved in forensic science.

RECOMMENDATION 83

All Crime Scene Examiners to be trained in the techniques set out in the Procedures Manual and be required to demonstrate competency in those techniques.

RECOMMENDATION 84

Recognised Quality Assurance packages be appraised and the most appropriate package be adopted and implemented within the Physical Evidence Section.

RECOMMENDATION 85

A panel consisting of the leaders of those Units, the training officer and chaired by the Commander, Physical Evidence Section be responsible for monitoring proficiency standards of staff and the initiation of remedial action as required.

20.0 WORKING CONDITIONS

20.1 OCCUPATIONAL HEALTH AND SAFETY

20.2 Health and Safety Risks

The nature of physical evidence duties confronts the practitioner with health and safety dangers. The risks may be biological (frequent exposure to infectious substances), physical (unstable buildings after fire or bomb damage), chemical (spills or leakages of harmful substances), psychological (frequent examination and state of dead bodies and mortuary duties) or physiological (lengthy and arduous labour involved in fire scene examination).

The Review recognises that these risks are faced at one time or another by all operational police. The issue that confronts Crime Scene Examiners in particular, are the increased exposure (frequency and/or duration) to these personal dangers.

Crime Scene Examiners attend scenes of suspicious and industrial deaths and suicides and examine the body at the scene and during post mortem. This involves close contact with the body (and any potential harmful agent). The Disaster Victim Identification role of the physical evidence officer involves both physiological and psychological burdens on the individual. Besides these obvious areas of concern, there are many other duties which involve potential harm to an individual's health and safety.

The prime consideration of the Review is the deliverance of a high quality physical evidence service to this State. In this light the Review believes that an appreciation of the issues mentioned above is required to ensure these matters are resolved at both managerial and individual level.

20.3 Canadian and English Approach

In England research within the Identification Officer area showed that occupational health and safety issues were being addressed in some areas but not in others, eg. fingerprint dusting powders required officers to use disposal masks though this was not evident in practice. Of great concern was the absence of facilities to handle biohazard material, eg. wet blood stained clothing. This material requires drying but there were no facilities in the Area offices, resulting in health and odour problems for staff and the neighbouring public not to mention potential contamination of evidence.

In Canada, the Royal Canadian Mounted Police, had more professional facilities at their decentralised offices, similar to those recommended for New South Wales. There was also a greater emphasis on occupational health and safety issues for Identification Officers and laboratory workers. Fingerprint chemical labelling, storage and destruction on expiry was a high priority for management following Federal Government legislation requirements.

Disposable protective suits (as available to New South Wales Crime Scene Examiners) were used routinely where biohazard (or trace evidence contamination) danger might occur, their use was monitored by the Province co-ordinator. In addition to the physical risks to health, management was developing strategies to offer expert psychological support and counselling services to Identification Officers based on the demands of their routine duties.

20.4 Proposed Resolution

The adoption of procedures heralded in this Review will incorporate health and safety aspects involved in the actual performance of physical evidence duties. However, there are other issues, unable to be canvassed by the Review, which require specific attention by management (eg. chemical handling procedures, methods and structures for debriefing staff, peer counselling structures, stress management). The Review believes that the formation of a Working Party with representation from the Sections, Police Medical Branch, Welfare Branch, Psychology Unit and Health and Safety Unit will be needed to address these problems.

The Review therefore recommends:

RECOMMENDATION 86

Health and safety requirements be incorporated in all procedures involved in the performance of physical evidence duties.

RECOMMENDATION 87

A Working Party be formed with representation from the Physical Evidence / Fingerprint Sections, Police Medical Branch, Welfare Branch, Psychological Unit, and Health and Safety Unit to address occupational health and safety issues related to physical evidence duties.

20.5 EQUIPMENT

20.6 Minimum Standards for Physical Evidence Crime Scene Units

The Review considered the levels of equipment considered necessary to perform crime scene examination work (Physical Evidence and Fingerprint).

A sub committee was formed to compile a list of necessary equipment for crime scene duties for the Physical Evidence Section and the Fingerprint Section (Appendix F).

An analysis was undertaken of current equipment levels at all Crime Scene Units in the State. As a result a list was compiled by the sub committee indicating the quantity of each item required and the approximate costing to upgrade all Units to that standard (Appendix F1). The list includes equipment required for the Disaster Victim Identification role performed by the Physical Evidence Section. Equipment required for bomb appraisal is funded by SAC PAV and hence is not included.

The total costing to upgrade all Physical Evidence Section's crime scene role is approximately \$1.2m.

The estimated cost to establish a Fingerprint staffed Crime Scene Unit (with A.F.I.S. terminal) is \$250,000.

20.7 Provision of current equipment deficits

The Review acknowledges the cost of equipment supplies to meet the levels identified by the sub committee is high. However, the Review believes that a minimum level of equipment, such as that proposed, is essential for the safe working conditions and professional performance of crime scene examiners. The Review seeks acknowledgment from the State Executive Group that crime scene duties require adequate equipment resourcing in addition to human resourcing to provide a high quality service.

The Review believes that the allocation of equipment is best managed from the administrative section of the respective Physical Evidence and Fingerprint Sections and has previously recommended this. The current situation with the provision of equipment at District level has resulted in non-uniformity of type of equipment and non purchasing of basic equipment. This reflects on the ability of officers to conduct thorough examinations.

The Review believes that the centralising of equipment purchasing can turn around this situation and produce economies of scale from bulk purchasing, equipment maintenance contracts, interchangeability of equipment from uniformity and

priority of purchasing. The items purchased will be placed where they are most urgently required. In terms of the later point the Review believes that a program of purchasing should be introduced, if funded, to address the equipment shortfalls on a priority basis. The Review submits that additional funding should be provided to the Physical Evidence and Fingerprints Sections on an annual basis for the purchase of equipment to raise the level to the minimum standards. The distribution of this allocation would be at the discretion of the Commander of each Section.

The Review therefore recommends:

RECOMMENDATION 88

A minimum standard of equipment be recognised as essential for the performance of crime scene duties.

RECOMMENDATION 89

The Commanders, Physical Evidence and Fingerprint Sections, should receive annual funding for allocation of capital resources until each Crime Scene Unit throughout the State achieves the minimum standard.

20.8 Equipment for additional staff or Units

In the event of additional positions being allocated to either of the Sections, or the establishment of additional Crime Scene Units as suggested by the Review, then additional funding would need to be allocated for equipment. In either situation the standardised equipment lists could serve as the basis for determination of necessary items and expenditure.

20.9 Technology Used in Other Police Agencies

The proposed standardised equipment list is relative to the current needs of the Sections. Changes in technology or procedures may require the purchase of equipment not included in this list.

The Review's Australian and overseas research has revealed the development and introduction of new technology in the physical evidence area.

This equipment (and procedures) includes:

- (a) Photophone in operation in USA and Canada for the transmission of high resolution images from one Photophone to another. Found to be extremely successful in Canada for the quick transmission of fingerprint images from a decentralised Identification Office to the A.F.I.S. computer for the rapid identification of suspects. [about \$30,000]
- (b) CA Vacuum chambers for enhancing fingerprints in conjunction with 'super glue' chemical techniques. These were developed by a scientist in Canada and found to be highly successful, especially for plastic bags, firearms, etc. Used in conjunction with laser lighting. [about \$10,000]
- (c) Laser light for enhancing fingerprints. Used in Victoria, London and across Canada. Would appear that the fixed lasers are more successful due to the stronger power source than portable models.
- (d) High Intensity UV Light used for enhancing fingerprints but also very effective for locating trace evidence and biological material.
- (e) Luma Light/Poli Light has known uses for fingerprints but also found to be very effective for trace evidence and biological material detection. A portable tent is being designed in Canada to provide a darkened space for field use of the light (eg. murder scenes).
- (f) Vacuum metal deposition is undergoing development in Victoria and Canada and in use in London. Running costs are expensive due to high cost of consumable metals.
- (g) Metal detectors of high quality are used with good success in conjunction with methodical searching patterns to locate projectiles in Canada.
- (h) Surface penetrating radar is under development in Canada to detect underground disturbances such as graves.
- (i) Environmental Loggers are electronic devices on order in Canada for logging weather details for estimating time of death from entomological specimens (maggots).
- (j) Computer Assisted Recovery Enhancement System developed by the Metropolitan Toronto Police and IBM. A sophisticated computer assisted system for

facial identification. An artist uses this system for facial identification, aging victims/suspects, enhancing surveillance photographs, facial reconstruction. Also links with the Police computerised offender photograph system.

- (k) Dental record information recorded on missing person forms at time of reporting in Canada. This information is then available at the time of any comparison with dental remains for identification.
- (l) Anthropological methods of searching crime scenes for optimising the collection of evidence. Used in conjunction with metal detectors and ground penetrating radar. Has widespread applications.
- (m) Blood stain interpretation computer program developed in Canada by the regional Forensic Identification Specialist Support group in conjunction with the Carleton University (Ottawa) for the examination of blood stain patterns.
- (n) Data bases for shoe print and tyre track identifications used across Canada and Victoria (though the later requires updating).

The Review believes that to attain, and then maintain, a high quality physical evidence support service to investigations then the above items require close appraisal by the Sections. Following assessment for potential use in this State submissions would be made for capital expenditure. It is emphasised that these items of equipment have aided in the detection, collection and interpretation of physical evidence in other police agencies. It would be short sighted of this Review not to highlight the need for this State to upgrade the level of technology used by physical evidence practitioners to provide the high quality service which is the thrust of this Report.

20.10 Equipment Replacement Program

The Physical Evidence and Fingerprint Sections have been operating for some fifty years or more. Over this period capital expenditure has provided items of equipment which have since reached, or passed, replacement stage. The Sections have not introduced a replacement program. As a result a sub committee has prepared a draft inventory of capital items which will require replacement during the next ten years. These lists are contained in a separate document: Annexure A.

The Review submits that the replacement program and costs associated with it should be part of the annual budget for both Sections. Submissions for funding the replacement program would follow further analysis and refinement of the draft inventory.

The Review therefore recommends:

RECOMMENDATION 90

The need for a replacement program of capital items be acknowledged and a budget be raised annually to ensure replacement of obsolete equipment with new equipment.

20.11 WORK ACCOMMODATION

20.12 Special Requirements

The Review examined the level of work accommodation necessary to conduct professional examinations for both Physical Evidence and Fingerprint duties at a Crime Scene Unit.

The nature of physical evidence examinations require that priority be given to possibility of contamination or cross contamination, degradation and security of items of physical evidence. Both Physical Evidence and Fingerprint sections need to consider occupational health and safety issues in the designing of work areas.

Crime Scene work areas have the potential for infectious diseases and chemical hazards and there is a need for adequate lighting conditions when conducting examinations. Consideration must also be given to the need for privacy for victims during photography of injuries and whilst compiling facial identifications.

20.13 Preliminary Draft Building Code

A sub committee was charged with the task of preparing minimum standards of accommodation. The results of that sub committee's work has resulted in the preliminary draft work accommodation plan as drawn by Properties Branch (Appendix G, note: this plan does not include vehicle examination bay or compound).

Briefly, the draft plan is based on the needs of a minimum four officer Unit (two Physical Evidence and two Fingerprint officers) with a clerical assistant. An increase in staff (up to about six staff) would result only in increased area of office accommodation for the Unit.

In addition to the draft plan a vehicle examination bay and vehicle security storage area is also proposed for each Unit.

The accommodation, fitted out with fixed facilities was costed very roughly by Properties Branch at \$900,000. The high cost is associated with the special requirements for examinations and photographic work. Advice was received that the draft plan would require consultation with an architect and further discussion with both Sections to consolidate the exact needs of each of the Sections. These further discussions should result in an expenditure reduction.

At this stage the Review acknowledges that although the draft plan requires further discussion and development, it is envisaged that the style of accommodation proposed in the draft plan would be the minimum standard for a Crime Scene Unit.

This style of work accommodation was seen in Canada's Forensic Identification Offices (Royal Canadian Mounted Police). Differences to the draft standard include a reduced examination area and separate office accommodation for the officer in charge. The revision of the draft accommodation would consider the level of work accommodation utilized in Canada.

The Review submits that if S.E.G. adopts one of the two proposed Zone Model it will then be possible to determine which current Crime Scene Units fall into each respective Zone and designate one of these to be initially upgraded to the minimum standard.

It is anticipated that the implementation phase of this Review would identify one central crime scene unit, which would become the priority unit for development up to the ultimately accepted accommodation plan. The remaining crime scene units within a Zone would have reduced accommodation standards until capital resources become available for them to be upgraded.

The Review therefore recommends:

RECOMMENDATION 91

Minimum standards of work accommodation for the Physical Evidence and Fingerprint Crime Scene Units be ratified between the Sections and the Properties Branch and the results of that process placed before the State Executive Group for approval of new Units and the upgrading, on a priority basis, for existing Units.

20.14 RENUMERATION

Surveys and interviews conducted with the staff of the Physical Evidence and Fingerprint Sections highlighted the concern about the inadequate monetary incentives to encourage experienced officers to stay in these Sections. This concern was in addition to the perceived lack of career path for officers. Clearly, the Review has addressed the issue of career path through recommendations involving Zone supervisors and the Organisational structure. If these recommendations are approved by the State Executive Group, they offer increased potential for advancement by promotion within these specialty groups.

20.15 Allowances

Additional monetary incentive is recognised as not being the only remedy needed to retain experienced officers. However, the Review has examined the allowances payable to officers of both Sections. The allowances payable are the Grade 4 Special Duties Allowance (except the members of the Vehicle Examination Unit as previously discussed are currently on Grade 3) and the plain clothes allowance.

The Grade 4 allowance currently ranges from \$ 1001.00 on permanent appointment, to \$ 1,201.00 after three years and \$1,403.00 after five years permanent appointment. The increase of \$400.00 after five years service in the Section represents the only monetary incentive for officers deemed to be 'experienced' and conferred with the title of Detective (Technical) to remain in the Section.

This time based allowance gives no consideration to the variety of skills an individual may have gained or pursued relative to another individual of similar time within the Section. This is particularly evident with the members of the Vehicle Examination Unit who have to gain their qualifications prior to entry to the Police Service.

The Review has analysed the systems in Victoria (an allowance system) and South Australia (a 'banding system' which is a type of allowance system). They both rely on a similar allowance system to New South Wales. The Review found the systems in these States to be lacking.

20.16 Proposed Skill Levels

The paramount need in a remuneration package for both the Physical Evidence and Fingerprint Sections is one which recognises acquired skills rather than the length of time spent within the Section. As a result the Review has determined that three distinct skill levels can be identified within each Section and that these skills levels could form the basis for an improved salary system.

The first level is related to Trainee Crime Scene Examiners (or Level 3 for Fingerprint officers). The officer at this level has little or no recognised skills for these duties, but some monetary incentive must be given to compensate for possible loss of supplementary salary benefits payable to general duties police (the largest pool from which these Sections recruit). This allowance must also reflect the expectation, and need, for a commitment to extensive study in the complex specialist field (new trainees will be made aware of the requirement to study and pass in-service courses and the desirability for undertaking the Associate Diploma for career development).

The Review would seriously question the proposition that the sum of \$1001 (less tax and superannuation) is incentive to move into these specialist fields especially when this Review is proposing far reaching educational requirements from new recruits.

The second level is based upon the acquisition of skills in the appropriate discipline. At this level the officer is a accredited Crime Scene Examiner (or Level 2 Fingerprint Expert) with all the associated duties and responsibilities.

To reach this level the officer will be required to successfully demonstrate mastery and knowledge of a variety of technical skills and practical application. This mastery is not related to any predetermined period of time within the Section but is solely dependent upon the individual's completion of a program of assessed in-service courses and their demonstrated ability and motivation in their duties.

The third level is a recognition of the development of physical evidence specialty areas where the officer must be able to demonstrate the necessary skills, knowledge and abilities. This level is Senior Crime Scene Examiner (or Level 1 Senior Fingerprint Expert). The officers reaching this level would most probably be those officers who have demonstrated a high degree of skills over a long period of time or those officers who successfully complete the Associate Diploma (or equivalent) and can demonstrate their acquired skills, knowledge and abilities.

This tiered structure applies equally to the officers in the specialised Units within the Physical Evidence Section.

20.17 Reclassification Based on Skills

The Review recognises that at this time there is no provision for salaries to be equated to an officer's skill level. This does not prevent this Review from recommending that the Police Service through its Organisational Analysis Section examine methods for tying salary structures to skill levels.

The proposed three tier system of skill levels provides the opportunity for the Police Service to demonstrate a new methodology of remuneration which is not only equitable but permits this Organisation to recognise competent officers in areas where high level skills are required. It may well require a shift of emphasis from the current salaries tied to rank structure to emphasis on the recognition of technical abilities.

The Review therefore recommends:

RECOMMENDATION 92

A skills based salary system be examined by the Organisational Analysis Section of this Department to ensure that those Police officers who commit themselves to developing high level capabilities are adequately compensated and thereby encouraged to keep these skills within the Sections.

21.0 COSTING OF PROPOSED CHANGES

In estimating the costs of the proposed changes the Review has divided the Recommendations into two areas :

1. Staffing
2. Funding

21.1 Staffing Considerations

The Recommendations which have implications for staffing level changes are:

Recommendation Nos.

2 ; 9 ; 21 ; 32 ; 33 ; 39 ; 44 ; 45 ; 65 ; 66 ; 78 ; 82.

Recommendations 2: All involve educational aspects. The
 9 Review envisages that all these aspects
 21 will be absorbed into the proposed
 66 Physical Evidence Training School, which
 78 will be established initially at the
 82 Sydney Police Centre.

The Review would suggest that the staff of the Training School, excluding the Training Co-ordinator and the academic lecturer, consist of three full time officers from the Physical Evidence Section.

Additional Staff required for Training School : Three

Recommendation 32 : Deals with the proposed Vehicle Examination Unit. Thus Unit is again a specialist Unit designed to meet a growing need in the examination of stolen vehicles or those involved in major collisions.

Additional Staff required for this Unit would be those of Vehicle Examiners to identify vehicles and components and those of accident reconstruction. It would be expected that officers appointed to this Unit would be capable of performing both functions with appropriate training.

Additional staff required for Vehicle Examination Unit : Four

Recommendation 33 : Deals with the proposed Fire Examination Unit. This Unit would become a specialist Unit dedicated to fire examinations and operating under a set criteria.

Additional Staff required for Fire Examination Unit : Three

Recommendation 39 : Plan Drafting. Recommends the appointment of a public servant to operate the automated computer aided drafting package. The cost involved in employing this person is offset by time savings in the work of Crime Scene Examiners.

Additional staff required for C.A.D. operation : One

Recommendation 44 : The Zone model. The Reviews examination suggests that as a minimum there should be two qualified Crime Scene Examiners at each Crime Scene Unit. The Review recommends staffing all Crime Scene Units to this minimum number, including the two new nominated Crime Scene Units at Bega and Nyngan. It is recognised that this is a long term development and will be reliant on the availability of human resources.

Additional Staff required at operational
Crime Scene Units to meet Review Recommendations : Three

Additional staff required if Crime Scene Units
are established at Nyngan and Bega : Four

Recommendation 45 : Outlines the proposed organisational structure for the Physical Evidence Section and recommends the appointment of three co-ordinators.

Additional Staff required for Organisation structure : Three

Recommendation 65 : Suggests the appointment of a senior lecturer, curriculum design, to assist with the development of in-service courses to meet the needs of Crime Scene Examiners and the external Associate Diploma Course. This person would also be involved in the development of specialist courses.

Additional Staff required for this Recommendation : One

TOTAL NUMBER OF STAFF REQUIRED : Twenty Police Officers
TO MEET ALL THE RECOMMENDATIONS : One Senior lecturer
OF THE REVIEW. : One Public Servant

21.2 Funding considerations

The Recommendations which have implications for funding are:

Recommendation Nos.

1 ; 2 ; 3 ; 4 ; 11 ; 17 ; 21 ; 28 ; 32 ; 33 ; 36 ; 38 ; 39 ;
41 ; 43 ; 45 ; 60 ; 61 ; 65 ; 74 ; 76 ; 78 ; 79 ; 84 ;
89 ; 90 ; 91 ; 92.

The Review has not had sufficient time to establish costings for the above Recommendations.

The Recommendations listed below all require funding some of which an estimate is given.

Recommendation 1 : The proposed instruction book for investigators.

No quotes have been obtained for the production of this book.

Recommendation 2 : Deals with the conduct of workshops by Physical Evidence and Fingerprint for investigative personnel.

No costing has been established for these workshops. The funding is expected to be part of the education/training budget.

Recommendation 3 : Deals with the production of videos for training purposes to be run in conjunction with workshops for investigators.

The major cost will be the development of content and recording. No cost has been established but it is expected to be part of the education/training budget.

Recommendation 4 : Deals with the development of a computerised Case Management system. It is expected to be developed in-house along the lines of the Criminal Investigation Case Management system and complimentary to that system.

The major cost here will be the allocation of specialist human resources for developing this system.

Recommendation 8 : Deals with the preparation of a document to be carried by all operational police on their responsibilities at a crime scene.

The expected cost for this document is estimated to be \$500.

Recommendation 11 : Deals with the provision of Crime Scene Tape from the Physical Evidence Section.

No cost has been attached to the supply of this tape as yet. This purchase of tape would have to be allowed for when funding is made to the Physical Evidence Section.

Recommendation 17 : Requires an on call allowance to be paid to all Crime Scene Examiners when formally placed on this duty.

Recommendation 21 : Deals with workshops to be conducted with the Sydney D.O.I's and Newcastle S.O.O's.

The workshop would be run by the Physical Evidence Training School with costs estimated at about \$8,000 (in hours) spent at the workshops.

Recommendation 28 : Suggests that the allowance paid to the officers of the Vehicle Examination Unit be aligned with allowances paid to other specialist members of the Physical Evidence Section.

Recommendation 32 : Deals with the expansion of the Vehicle Examination Unit and the associated resourcing costs.

Recommendation 33 : Deals with the establishment of a Fire Examination Unit and the associated resourcing costs.

Recommendation 36 : Deals with the initial costing to invoke a new system of exhibit handling.

The initial costs of setting up this system are estimated at \$21,000 in the first year (depending on the quality of the container selected for transporting the exhibits). Yearly costs are estimated at \$100 for security seals plus the actual cost of private couriers for the delivery of physical evidence exhibits.

This cost is offset by saving in specialist time absorbed in the present delivery methods. The amount saved should be no less than \$115,000 per year.

Recommendation 38 : Deals with exhibit photography at Police Stations not being the duty of the Crime Scene Examiners.

The initial cost of transferring this duty to Patrol police is in the purchase of cameras for nominated Police Stations. A figure of 200 Police Stations was suggested with the camera cost between \$60,000 and \$180,000 depending on the camera selected following trials.

This cost is offset by not requiring Physical Evidence officers to travel to many Police Stations to perform non-essential photography. The estimates saving in time, converted to capital is \$168,000 per year.

Recommendation 39 : Plan Drafting. Recommends the appointment of a public servant to operate the automated computer aided drafting package. This package will save time for Crime Scene Examiners as well as providing professional plans to Courts and to investigators in short periods of time.

The major cost involved is the purchase of a computer and software package, estimated at \$20,000. There is in addition the cost of employing a C.A.D. operator for this system which would be approximately \$24,000 p.a. based on what other Government departments are paying a person with this skill.

This cost is offset by not requiring Crime Scene Examiners to prepare plans of scenes of crime. which is estimated to be in the vicinity of \$42,000 p.a. In addition this system will provide a professionally drawn plan at short notice to both investigators and Courts.

Recommendation 41 : The acceptance of a Zone Supervisor position will probably result in an upgrading of the ranking for these positions within the Physical Evidence / Fingerprint Sections.

Recommendation 43 : Deals with the construction of two additional Crime Scene Units at Nyngan and Bega.

Advice on this cost will depend on the acceptance by S.E.G. of a basic accommodation plan designed for Crime Scene Units.

Recommendation 45 : The acceptance of three Co-ordinator positions in the command structure of the Physical Evidence Section will probably result in an increase in the commissioned ranks within this Section.

Recommendation 60 : Deals with the acceptance and funding for the development of the Associate Diploma in Applied Science (Forensic Science).

Costs for the development of this course are estimated to be \$180,000 depending on the amount of external input into the development of this course.

Recommendation 61 : Suggests that the tertiary education fees for the Associate Diploma should be reimbursed to officers undertaking this course.

Recommendation 65 : Suggests that a senior lecturer be made available to assist in the development of Physical Evidence/Fingerprint courses.

Recommendation 74 : Requires facilities at the Police Academy, Goulburn be provided.

Recommendation 76 : Deals with the development of a training school at the Sydney Police Centre.

There is no accommodation costs involved as the School will be established in the Sydney Police Centre. However, there will be the cost of equipment in setting up the School. No figure is available at this stage.

There is also an estimate of some \$30,000 required to develop the in-service courses for both Crime Scene Examiners and as part of the Associate Diploma course.

Recommendation 78 : Requires that the Physical Evidence Training School and the Fingerprint Training School be adequately resourced.

No cost has been established for this resourcing at this time.

Recommendation 79 : Deals with the allocation of \$4,000 per year for research projects conducted within the Physical Evidence Section. Awards to be made by the Commander, Physical Evidence Section.

As indicated this amount would be up to \$4,000 per annum.

Recommendation 84 : Deals with the appraisal of Quality Assurance packages available from overseas agencies to determine the quality of work performed by the Physical Evidence officers.

No costs has been established for these packages at this stage.

Recommendation 89 : Deals with the allocation for capital resources to upgrade equipment at all Crime Scene Units.

Recommendation 90 : Suggests the need for replacement of obsolete equipment and the allocation of an annual budget for this purpose.

Recommendation 91 : Suggest minimum standards of work accommodation should be accepted and funding provided to reach an acceptable level across the State.

Recommendation 92 : Requests that a salary system be developed to recognise the skills levels to be developed within the Physical Evidence/Fingerprint Sections.

22.0 IMPLEMENTATION OF PHYSICAL EVIDENCE REVIEW RECOMMENDATIONS

22.1 Overview

Discussed in this section are proposals for the implementation of recommendations which are approved by the State Executive Group. In so doing the Review has drawn on the experience gained in the review of other sections of this department, on the advice of the Office of Public Management and on observations about the unique characteristics of the Physical Evidence sections.

The recommendations of this review concentrated on major organisational, management and operational areas. A series of initiatives have been identified which taken together will enhance the range of services necessary to achieve the nominated role of the Sections. In addition the organisational structure proposed provides sufficient flexibility to allow for the incorporation of future services throughout New South Wales.

The areas to which the Review believes changes are beneficial, if applicable Recommendations of the Review are approved by S.E.G., are:

- Relationship with Criminal Investigators.
- Scene Management.
- Call Out Procedures.
- Major Incident Response.
- Vehicle Examination.
- Fire Examination.
- Exhibit Handling.
- Exhibit Photography.
- Plan Drafting.
- Organisational Structure.
- Recruitment and Selection.
- Training and Education.
- Location of Training Courses.
- Ongoing Training.
- Specialist Progression.
- Quality Assurance.
- Work Conditions.

By focusing on the abovementioned areas it will be possible to identify appropriate mechanisms, personnel, resources and strategies which should be implemented in order to satisfy the initiatives recommended by the Review.

The recommendations of the Review cover a wide range of issues and they will have significant ramifications on many aspects of the service provided to the investigators and the judicial

system. It is therefore vital that senior management constantly directs and monitors the progress of the implementation plans. Implementation must be undertaken in a logical sequence and at a pace commensurate with Departmental resource constraints.

Experience has demonstrated that unless there is a strong management thrust leading to high achievement of results during the year following the review, the momentum for change can be lost. This necessarily implies that a high priority be attached to implementation which will require some staff resources being dedicated full-time to this task.

It is also vital that key proposals do not become unnecessarily immersed in further detailed review before any action is taken. Members of the Review Working Party have spent considerable time and research in arriving at the recommendations, which if approved by S.E.G., should be implemented. Key proposals can be subject to appropriate consultation and review, when they move through the stages of the formulation of actions plans, task force development and pilot studies of actions taken.

22.2 General Issues

The following general issues are considered as pre-requisites before the implementation plan is considered :

- Staff ability requirements.
- Transition arrangements.
- Distribution of the Review report.
- Consultation with staff involved.
- Steering-Committee Considerations.
- Implementation Task forces.

22.3 Staff Skill Requirements

There is a need to identify the skills that are required to implement the recommendations. This will involve the evaluation of the skills of the current Physical Evidence personnel in order to determine appropriate roles for those personnel likely to be involved in the implementation procedures. Such skills may not be available within the Sections and outside personnel may have to be seconded.

This is a major task and should be carried out under the direction of the Implementation Steering Committee by a senior office nominated by the Chairman of the Committee.

In the review broad guidelines have been provided which indicate the level of staff resources in each relevant area. These are indicative numbers only and the final resource assessment can only be made when :

- major recommendations have been implemented.
- workloads as a result of the changes are identified.
- transitions arrangements have given way to operating structures.
- key personnel are selected and plans to provide a more professional service have been developed.

Nonetheless, the recommendations of the Review call for major reorganisation within the Section to upgrade the professionalism of the personnel and the quality of the service provided. This reorganisation will have significant implications on the skill mix, both managerial and operational, required within the Sections.

The skill requirements for supervisors in charge of Zones have been identified (Appendix D1). Those for the Co-ordinators in the Operational and Training areas have not yet been identified. The reorganisation of the section will mean that some skills within this Section will no longer be required and some additional skills will need to be acquired or developed.

The Steering Committee must have key personnel in place for each senior position required under the Recommendations. These officers must be ones who have clear directions from management and be capable of leading major change initiatives. They should be appointed before any internal reorganisation begins take place. It is therefore recommended :

RECOMMENDATION A

That suitable officers be identified and appointed to recommended positions immediately.

22.4 Transition Arrangements

Whilst it is envisaged that overall staff resources will not be at a level materially different from the current Establishment Control Branch figures, during the period in which the recommendations of the Review are implemented there will be considerable pressure on existing resources. Transitions arrangements will need to be in place if the recommendations are to be implemented in a timely fashion.

The areas involving change, nominated by the Review, will need implementation managers appointed to them so they can develop action plans and ensure that organisational changes can be effected efficiently. These officers will need executive

support and clear guidelines as to their responsibilities. They will take on line responsibility for their nominated area, within existing structures until the reorganisation takes place.

In particular because of the requirements in relation to the educational/training recommendations it is unlikely that the skills required exist internally within the Police Service at the present time. It is therefore recommended :

RECOMMENDATION B

Those areas where the recommendation of the Review are accepted then managers be appointed to develop action plans to ensure the changes can be effected efficiently.

Although the following recommendation is a repeat of one within the main report it re-appears here to emphasise the need in this area.

RECOMMENDATION C

In the area of education/training that a person with appropriate academic qualifications (a senior lecturer, curriculum development, from the Police Academy) be recruited immediately to develop all courses that are needed to suit the requirements of in-service courses and meet the standards required for P.E.A.C. approval.

22.5 Distribution of the Physical Evidence Review Report

An essential feature about the recommendations of the Review is that those accepted by the State Executive Group must be distributed as soon as possible and in such a manner that every person within the Physical Evidence Section has a copy or access to one. Each person in the section is vitally effected by the recommendations of the Review, either now or in the future. The distribution is critical to prevent misinformation and speculation about the effects of the recommendation on individuals and the Section as a whole.

22.6 Consultation and Staff Involvement

The implementation of the recommendations will, by necessity, involve many of the officers of the Section. As with the

actual review itself consultation is necessary with all members effected by the recommendations. It is only through consultation that support will be gained from all members throughout the implementation process.

With respect to any Task Forces set up to effect implementation in specific areas, it is important to involve staff as members of such Task Forces. The Review therefore recommends :

RECOMMENDATION D

Staff be consulted during the implementation process and that any Task Force set up to implement recommendations should involve staff members of the effected areas.

22.7 Steering Committee and Action Profile

A Steering Committee process is essential to the implementation of the Reviews recommendations. This Committee should have the following principal roles :

- to guide the development of implementation strategies and action plans that have been approved by the State Executive Group.
- to provide information about successful implementation approaches and lessons from other areas of the Department to be brought to the attention of officers implementing the recommendations.
- to provide advice on complex aspects of implementation.
- to provide a focal point for monitoring progress on the implementation of recommendations.
- to guide and monitor arrangements for evaluating the impact of the Review and the effectiveness of implementation.

The Chairman of the Review should chair the meetings of the Implementation Steering Committee in the early stages. This role should then pass to the Commander of the State Operations Support Group as implementation activities become established. The Commander S.O.S.G. should have responsibility for ensuring that major recommendations are implemented as rapidly as possible, but not at the expense of the ultimate efficiency and effectiveness of the implemented recommendation. This

Commander would be required to make all day to day decisions related to implementation through the overall direction of the Steering Committee.

Experience indicates that Steering Committees are usually very active in the first twelve months after a major review has been completed. After this initial period the further implementation of approved recommendations has usually become an established part of departmental activities allowing the Steering Committee to be terminated.

Six areas in the Report have been identified incorporating related recommendations. Convenors have been nominated for each area. These convenors are members of the Steering Committee together with executive members. They are nominated in an Action Profile as specified below :

22.8 Implementation Task Forces

Implementation Task Forces will be formed by the nominated convenors. They are designed to impact upon each of the areas of the Physical Evidence and Fingerprint Sections for which recommendations have been proposed. The Task Forces could vary in size from two to five officers depending on the extent of the area involved. Their function is to design and introduce implementation procedures, subject to the approval of the Steering Committee. To ensure the effectiveness of any changes an Implementation Task Force should consist of the officer in charge and selected staff from within the effected area.

The Implementation Steering Committee should address conceptual problems associated with the implementation of major initiatives in addition to the overall direction and co-ordination of Implementation Task Forces.

Implementation Task Forces will address more specific issues such as the proposed reorganisation, enhancement of operational mechanisms and resources required so that they complement the overall concept for the Physical Evidence and Fingerprint Sections. The Implementation Steering Committee and Implementation Task Forces should work closely together in achieving this final objective.

As it may take some time to set up and staff the Implementation Task Forces, it may be necessary to allocate a small number of officers on a full time basis to support early implementation measures.

It is recommended that Task Forces should be convened to support the following specific areas :

- Relationship with Criminal Investigators.
- Zones.
- Training and Education.
- Specialist Progression.
- Quality Assurance.
- Scene Management.
- Call Out Procedures.
- Fire Examination.
- Vehicle Examination.
- Exhibit Handling.
- Exhibit Photography.
- Plan Drafting.
- Working Conditions.

Relationship with Criminal Investigators

A Task Force be convened comprising Crime Scene Examiners, Fingerprint officers, Video Unit personnel and officers from the proposed Training School to develop appropriate lectures and videos to market the capabilities of the Physical Evidence and Fingerprint Sections.

As there are limited resources for presentation of these lectures to investigators there is a need to develop the lectures centrally for dissemination and presentation with each Zone by the Supervisor or nominee. The Task Force would also determine resource requirements for implementation in the field.

Zones

Consistent with the recommendations there is a need to provide information on the revised structural arrangements to both Crime Scene Examiners and Patrol Commanders within each Zone.

This Task Force would need to ensure appointed Zone Supervisors are aware of all functions required in this position.

Training and Education

As suggested in the main report this Task Force would consist predominantly of members permanently attached to the Training School. Additional experienced members would be required from time to time where the intention is to develop individual programs for workshops and seminars. The responsibility of the Task Force would be to prioritise training programs and lectures during the early stages of implementation. After this initial thrust those members of the Task Force not attached to the Training School would cease to have any further involvement unless course revision required their particular area of expertise.

Specialist Progression

There is a need to review the assessment of the skills of Physical Evidence officers to ensure that proposed levels of achievement are able to be assessed. This assessment is in line with the need for the organisation to be able to recognise the knowledge, skills and abilities of the officers within the Section. The performance criteria created will ensure that each officer within the section is recognised for their capabilities especially by promotional or monetary rewards.

The Task Force in this area will need to address the requirements of both internal and external courses as well as practical abilities to resolve these difficult issues.

Quality Assurance

The requirements of the Task Force is initially to examine all the available Quality Assurance programs for forensic science services and recommend one for this organisation.

The second requirement of the Task force would be to ensure that the training programs and educational courses for improved performance can be measured through the Quality Assurance package.

Their final task would be to develop methods by which this package can be administered to Physical Evidence officers across the State.

Scene Management

The main responsibilities of members of this Task Force would be to ensure that the recommendations of the Review were effective and observed by both investigative officers and the Crime Scene Examiner/Fingerprint officer. This Task Force would be required to liaise with the Task Force for Education and Training, to develop suitable lectures to be presented to police recruits at the Academy.

Call Out Procedures

This Task Force would be responsible to develop the content of the workshops for the D.O.I's of the Sydney Police Centre and the S.O.O's at Newcastle and develop methods by which these lectures can be given.

Their second requirement is to develop check sheets for both the Radio operators and the Crime Scene Examiners.

Their third task is to monitor Call Out procedures, assess their effectiveness and make recommendations for any changes to these procedures.

Fire Examination

The requirement of the Task Force is to identify officers who would be suitable in this particular area and further examine and refine the criteria for job attendance initially proposed by the Review.

They would need to review this organisations involvement with the Fire Investigation Unit of the Fire Brigade and work with them in establishing a division of duties and responsibilities for each Unit.

Vehicle Examination

Consistent with the recommendations to restructure the mechanisms associated with vehicle examination there will be a need for this Task force to review the operations of the Vehicle Examination Unit, the requirements for vehicle examination, vehicle identification and the effective

interaction with the Accident Investigation Squad and other relevant groups involved in vehicle issues.

This Task Force would also be expected to consult with the Roads and Traffic Authority and establish joint procedures for the examination of vehicles found by them to have inconsistent identification markings.

Exhibit Handling

This Task Force would be required to advance the initial actions of the Working Party and develop an effective exhibit handling system. An officer from the Legal Services section should be included in this Task Force to ensure that legal requirements established in this system are observed.

They will be required to liaise with scientific laboratories and transport companies to ensure effective implementation of the revised procedures.

Exhibit Photography

The requirements in this area have been set out in the main report. The Task Force would be required to test and recommend equipment and its allocation to Patrols. In addition they would be required to ensure that all Patrols understood their requirements for exhibit photography.

They would be required to develop the most effective procedures for the processing, handling and storage of exhibit photographs.

Computer Assisted Drafting

The requirements in this recommendation have been set out in the main report. The Task Force would be required to research and then nominate the most appropriate software package. In doing so there should be consideration in of the package adopted by the Road Traffic Authority as a common package to facilitate the use of street plans already prepared by the Authority.

Working Conditions

The main report recommended the establishment of a Working Party with representation from various branches and units of this department to address occupational health and safety issues. It is anticipated that this Working Party would include members of the proposed Task Force who would be expected to examine operational practices of Physical Evidence and Fingerprint officers and relate these to the Working Party for their deliberations.

The Task Force would then be required to draft procedures and responsibilities for operational and managerial officers.

22.9 Implementation Phasing

Implementation will occur in two phases. Phase One will address major organisational changes required to accommodate proposed service initiatives. Phase Two will address operational mechanisms, personnel, resources and training/education matters required to achieve service initiatives.

Phase One

Before addressing major organisational changes : the Organisational structure; the Zone model and Zone Supervisors it will be necessary for Chairman of the Physical Evidence Review, or his delegate to :

- Establish the Implementation Steering Committee.
- Develop a first statement paper outlining the new organisational structure and direction, for dissemination to all staff.
- Promote feedback and discussion on these proposed changes to create interest and competition.
- Co-ordinate and assist with the preparation of a key concept document which will outline the major organisational changes and functions to be performed within the new organisational structure.

In controlling the implementation of Phase One it is necessary for the Chairman to first establish the Steering committee and require them to work towards the above objectives and report on the progress achieved. This technique has the advantage of spreading this initial implementation work across the Steering Committee and commit them to the overall plans.

The feedback and discussion may also detect other areas for improvement not sufficiently identified by the formal review.

Phase Two

This phase of the implementation is primarily concerned with Task Force action. The Chairman in unison with the Steering Committee should :

- Establish Task Forces for each of the prescribed areas and clarify their terms of reference.

- Determine Task Force reports to be made available to the Implementation Steering Committee within agreed time frames.

The Task Forces identified and their broad objectives are previously outlined under the heading, "Implementation Task Forces".

The above mentioned guidelines when considering Task Forces are by no means exhaustive. The implementation procedures may identify further initiatives and functions which can be readily incorporated within the broad framework.

The Steering Committee during this phase should be active in receiving reports from individual Task Force's. Members of the Steering Committee should be assigned for co-ordination of nominated Task Forces to ensure implementation procedures and time frames are being adhered to.

On completion of Phase Two of the implementation process the Section should have the necessary mechanisms in place to efficiently and effectively achieve its defined roles.

22.10 Post Implementation Roles

Some eighteen months after the commencement of the implementation procedures a post implementation review should be conducted. This will determine the effectiveness of changes to the Section and the services provided.

Review criteria are difficult to establish and the ultimate success of the Reviews Recommendations must be evaluated in terms of its contribution to the Sections ultimate goal of providing a high quality physical evidence service to the investigators and the scientists. This can be very difficult to evaluate in any conclusive way.

Many of the changes proposed in the Review are qualitative by nature and do not readily lend themselves to quantitative measurement. These involve changes in supervisory structure, quality of service, morale and other factors which are capable of evaluation but the evaluation process itself may rely heavily on qualitative judgements.

Quantitative measures of change and improvement must be made against base data of present levels of service or performance. The Review has found this type of data very difficult to obtain when looking at the various types of performance and service currently delivered.

It is not feasible to detail in this report the specific measures or evaluation techniques which are appropriate to the post-implementation review of the recommendations. Certainly the Case Management system, when developed, and the reports obtained from the proposed Zone Supervisors will provide data but the extent of their value is at this stage unknown.

The Review therefore recommends :

RECOMMENDATION E

A special evaluation study be undertaken after a period of eighteen months from the commencement of the implementation process to evaluate the general effectiveness of the Review.

22.11 Evaluation Study

A special evaluation study would involve a small team of personnel with experience in evaluation procedures. The study should identify and examine the following issues :

- The extent to which the Review recommendations have been implemented.
- Specific areas where further actions is desirable.
- Issues found which require the attention of the Commander State Operations Support Group.

22.12 Effectiveness of Implemented Recommendations

The major changes involving the Section should be reassessed with a view to determining whether changes are providing a better service to the investigator and the scientists. This assessment can be facilitated by identifying progress in the following areas of activity :

- Support given to investigators at the time of the initial investigation and during the continuing investigation.
- The effectiveness of revised call out procedures.
- The effectiveness of procedures for crime scene preservation.
- The identification of the types of jobs now attended by Crime Scene Units.
- Types of exhibits submitted to the laboratory for analysis.
- The effectiveness of the new procedures involving exhibit handling and exhibit photography.
- The effectiveness of the Zone Model in providing supervision.

- The extent to which physical evidence officers are attending in-service or external education courses.
- The overall effect of the service now provided to the criminal justice system.

The study should be quite short in duration and involve :

- Structured interviews with relevant Commanders.
- Group discussions with cross sections of the staff.
- Interviews and a possible survey of a sample of the people using the service, including investigators, scientists and the Courts.

This evaluation study will also provide the data necessary to terminate any of the Recommendations implemented which are not having a beneficial effect on the Physical Evidence Section. This outcome could lead to the development of a better course of action in any area, or the recognition that the objective of the Recommendation is not being achieved and further development of the proposal is inefficient.

22.13 Issues which require the attention of the Commander S.O.S.G.

The Commander S.O.S.G. should closely monitor the results of the of the evaluation study and any unfavourable outcomes should be quickly re-examined with a view to re-aligning them to the approved recommendations of the Review.

22.14 Conclusion

The implementation of the recommendations of the Review is the most difficult part of the quest for professionalism. While much can be achieved by supervisors and staff as part of their ongoing responsibilities, they cannot hope to bring about major changes in the short term without some additional assistance, clear guidance and direction.

If the implementation of the Reviews proposals are given a high priority, they should result in lasting benefits to the Police Service and to the Criminal Justice System.

GLOSSARY**REGION:**

As per general Police Service usage

ZONE:

Proposed organisational segment of the P.E. and F.P. Section structure. A Zone is the geographical area encompassing a small number (about 3) of Crime Scene Units.

ZONE SUPERVISOR:

The officer in charge of a Zone. This position represents additional responsibilities for the Leader of a Crime Scene Unit within the Zone. Evaluation of the position for appropriate ranking would be required. It is anticipated that this would be involve positional promotion.

CRIME SCENE UNIT:

Present term for the Crime Scene Unit at the Sydney Police Centre which has similar functions to the Physical Evidence Sections in suburban and country locations. This term is the preferred term to apply to all current Physical Evidence Section District resources.

[Each such Unit is named by the location of its office, eg. Surry Hills, Taree.]

AREA:

The Patrols which are serviced by a Crime Scene Unit.

REFERENCES AND BACKGROUND RESEARCHREFERENCES

- ARTHUR, R.O., The Scientific Investigator, Charles C Thomas Publisher, Illinois, 1965.
- AUSTRALIAN FEDERAL POLICE, Internal Training Programme, Police Forensic Science Section.
- AUSTRALIAN INSTITUTE OF CRIMINOLOGY, The Castro Judgement, in DNA and Criminal Justice Conference, 30 October, 1989, Canberra.
- CLARK, L.G., Report on the Organisation and Activities of Overseas Crime Laboratories, NSW Department of Health, 1972.
- CLARK, L.G., Organisations in Australia (Existing and Proposed) involved with Forensic Science, Division of Analytical Laboratories, Health Commission of NSW, 1980.
- DAVIS, G.(ed), Forensic Science, American Chemical Society, Washington, 1986.
- DEPARTMENT OF HEALTH, Annual Reports 1986-87; 1987-88; and 1988-89, Division of Analytical Laboratories.
- ECKERT, W.G.(ed), Introduction to Forensic Sciences, C V Mosby Co., St Louis, 1980.
- FISHER, B.A.J., SVENSSON, A. and WENDEL, O., Techniques of Crime Scene Investigation, Fourth Edition, Elsevier, New York, 1987.
- FORENSIC SCIENCE DIVISION, Report for 1986, South Australian Government Department of Services and Supply, 1986.
- FORENSIC SCIENCE SOCIETY, World List of Forensic Science Laboratories, Third Edition, England, 1977.
- FRECKELTON, I.R., The Trial of the Expert: A study of expert evidence and forensic experts, Oxford University Press, Melbourne, 1987.
- HOME AFFAIRS COMMITTEE, The Forensic Science Service, Volume I: Report together with the Proceedings of the Committee, House of Commons, H.M.S.O., London, February, 1989.
- HOME AFFAIRS COMMITTEE, The Forensic Science Service, Volume II: Minutes of Evidence and Appendices, House of Commons, H.M.S.O., London, February, 1989.
- HORMACHEA, C., Sourcebook in Criminalistics, Reston Publishing, Virginia, 1974.
- IRELAND, C.S., Findings of a Travelling Fellowship to Canada, America and the United Kingdom, May, 1989.

IRELAND, C.S., Proposal for an Integrated Forensic Science Laboratory for NSW, August, 1988.

IRELAND, C.S., What authority should Police have to detain suspects to take samples, in DNA and Criminal Justice Conference, Australian Institute of Criminology, 30 October, 1989.

KIRK, P.L. and BRADFORD, L.W., The Crime Laboratory: Organisation and Operation, Charles C Thomas Publisher, Illinois, 1972.

KRISHNAN, S.S., An Introduction to Modern Criminal Investigation, Charles C Thomas Publisher, Illinois, 1978.

METROPOLITAN POLICE, Forensic Science Laboratory: Report for 1986, London Metropolitan Police, 1986.

MCGRATH, G.M., Coordination of Forensic Science in Australia, Interim Report 1, National Police Research Unit, Adelaide, March, 1986.

MORLING, Justice T.R., Royal Commission of Inquiry into Chamberlain Convictions, Report of the Commissioner, Government Printer of the Northern Territory, 1987.

NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, Alabama's Master Plan for a Crime Laboratory Delivery System, U.S. Department of Justice, October, 1973.

NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, Assessment of the Personnel of the Forensic Sciences Profession, Volume II, U.S. Department of Justice, March, 1977.

NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, Crime Laboratory Proficiency Testing Research Program, U.S. Department of Justice, October, 1978.

N.S.W. DEPARTMENT OF HEALTH, Future Direction for Forensic Services provided by the Department of Health, A Discussion Paper, January, 1989.

N.S.W. POLICE DEPARTMENT, Criminal Investigation Working Party, Final Report, N.S.W. Police, October, 1989.

N.S.W. POLICE SERVICE, Patrol Support: Organisational Direction for the 1990's, May, 1990.

N.S.W. POLICE SERVICE, 1984 to 1988 to, May, 1988.

N.S.W. POLICE SERVICE, Physical Evidence Working Party: Interim Report, 29 June, 1990.

N.S.W. POLICE SERVICE, Handbook of the Physical Evidence Section Resources, Physical Evidence Section, June, 1990.

O'BRIEN, K.P. and SULLIVAN, R.C., Criminalistics: Theory and Practice, Second Edition, Holbrook Press, Boston, 1978.

OSTERBURG, J.W., The Crime Laboratory, Indiana University Press, Canada, 1968.

PETERSON, J.L.(ed), Forensic Science: Scientific Investigation in Criminal Justice, AMS Press, New York, 1975.

PHILLIPS, J.H. and BOWEN, J.K., Forensic Science and the Expert Witness, The Law Book Co., Sydney, 1985.

RAMSEY, M., The Effectiveness of the Forensic Science Service, Home Office Research and Planning Unit Report No. 92, Her Majesty's Stationery Office, 1987.

ROYAL COMMISSION OF SOUTH AUSTRALIA, Report Concerning the Conviction of Edward Charles Splatt, Government Printer, South Australia, 1984 (Shannon Report).

ROYDS, D., Review of the Police Technical Support Role in N.S.W., Management Studies Project for Graduate Diploma in Management Studies, Charles Sturt University, 1990.

SAFERSTEIN, R., Criminalistics: An Introduction to Forensic Science, Prentice-Hall, New Jersey, 1977.

STATE SERVICES, Annual Report 1989, South Australian Government, 1989.

STRATEGOS CONSULTING LTD, Resource Management Review, New Zealand Police, 1989.

SWANTON, B., Views on Police Professionalism, Institute of Criminology, Canberra, 1986.

Task Force to Inquire into Certain Aspects of the Forensic Science Services for Police, Report to Australian Police Minister's Council, March, 1982.

US DEPARTMENT OF JUSTICE, Utilization of Criminalistics Services by the Police, National Institute of Law Enforcement and Criminal Justice, 1974.

US DEPARTMENT OF JUSTICE, Assessment of the Personnel of the Forensic Sciences Profession, Volume 2, National Institute of Law Enforcement and Criminal Justice, 1977.

US DEPARTMENT OF JUSTICE, Handbook of Forensic Science, Federal Bureau of Investigation, revised March 1984.

US DEPARTMENT OF JUSTICE, Forensic Science Research and Training Center: FBI Laboratory, Annual Report, Federal Bureau of Investigation, 1985.

US DEPARTMENT OF JUSTICE, FBI Laboratory, Federal Bureau of Investigation.

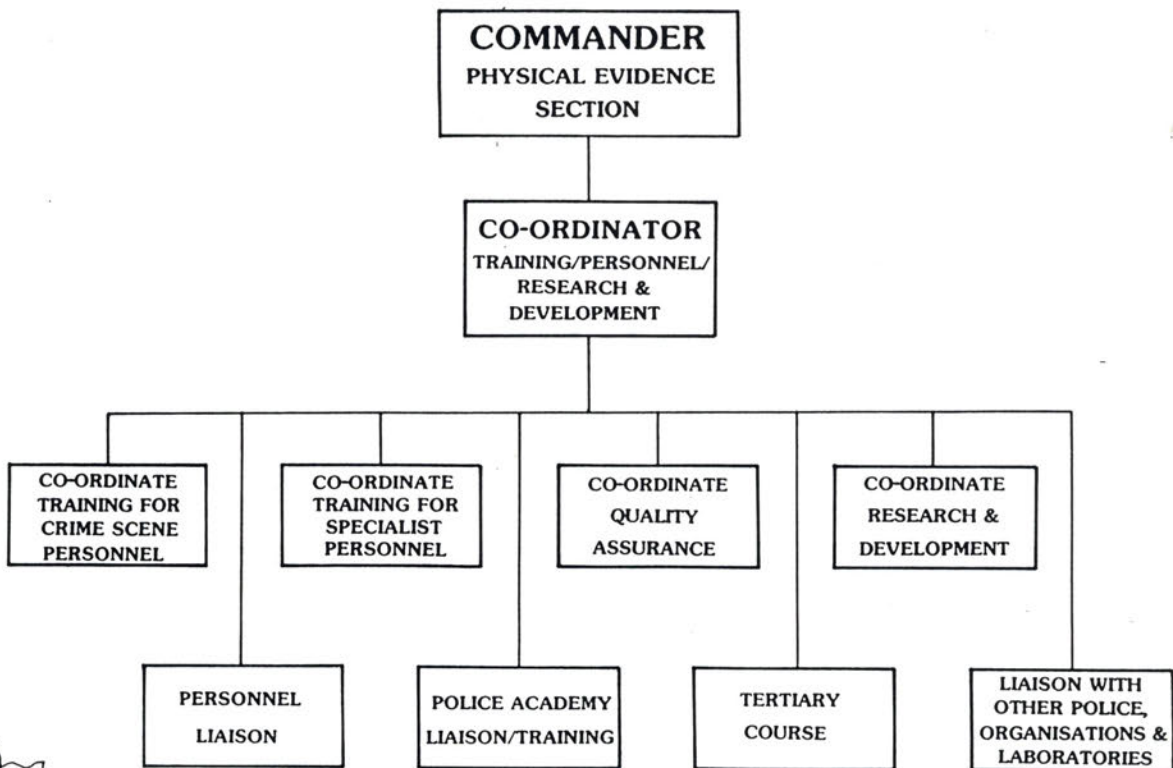
US DEPARTMENT OF JUSTICE, Directory of Crime Laboratories representing Local, State and Federal Systems, Federal Bureau of Investigation, 1988.

WECHT, C.H.(ed), Forensic Sciences, Volume 2, Matthew Bender, 1988.

WEST, J.C., Physical Evidence Laboratory: Technical Notes on the Scope of its Work, Division of Analytical Laboratories, Lidcombe, N.S.W, January, 1979. - Inst. of Criminology Lib.

WORKING PARTY ON FORENSIC SERVICES PROVIDED BY THE DEPARTMENT OF HEALTH TO THE CORONER'S COURT, Final Report, Volume 1, March, 1988.

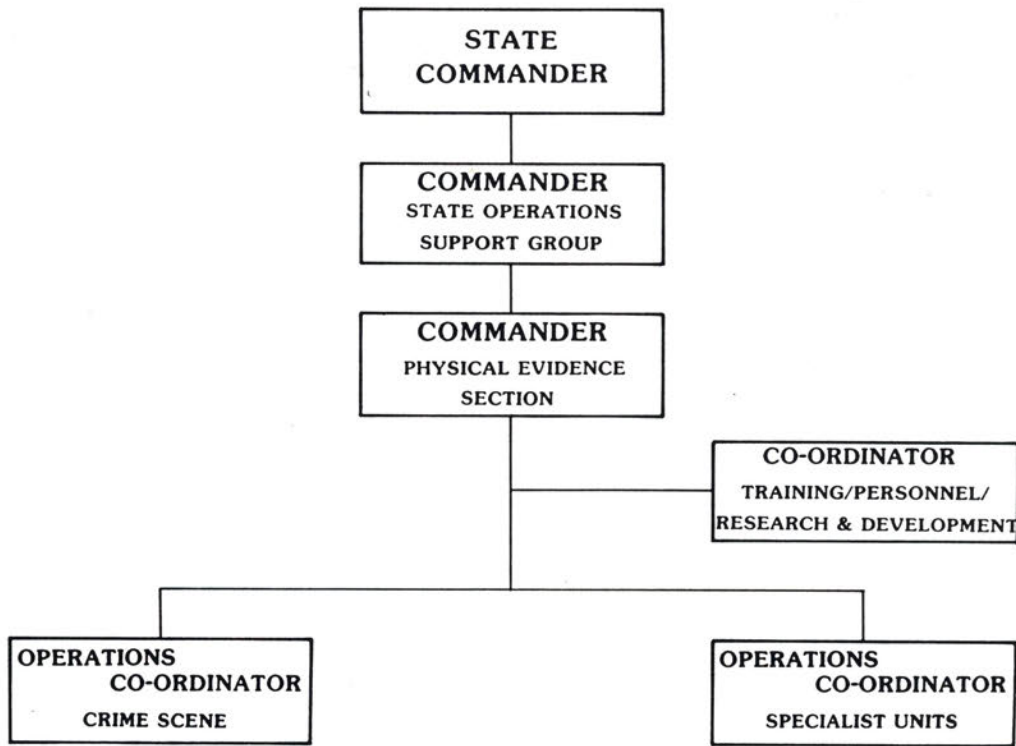
— TRAINING/PERSONNEL/RESEARCH & DEVELOPMENT —



PHYSICAL EVIDENCE SECTION



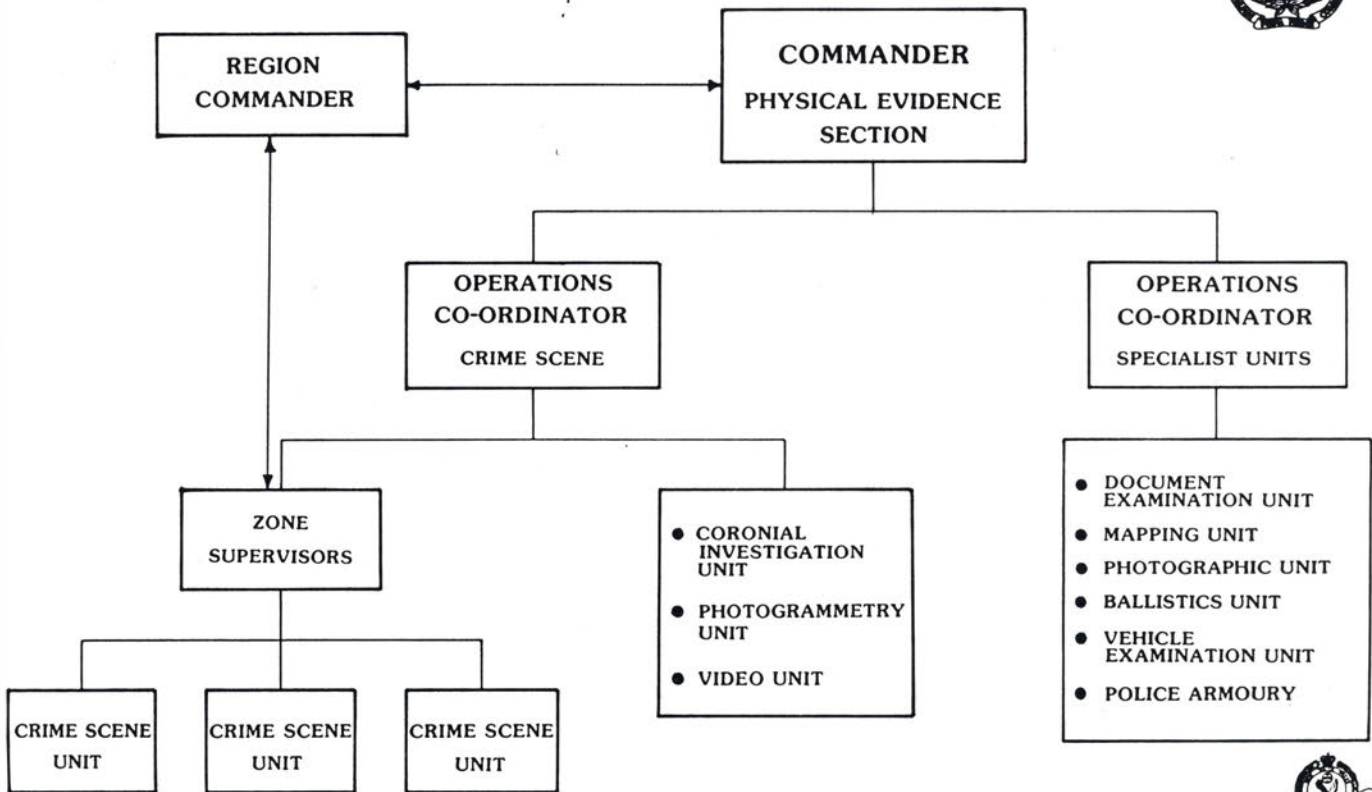
Command Structure

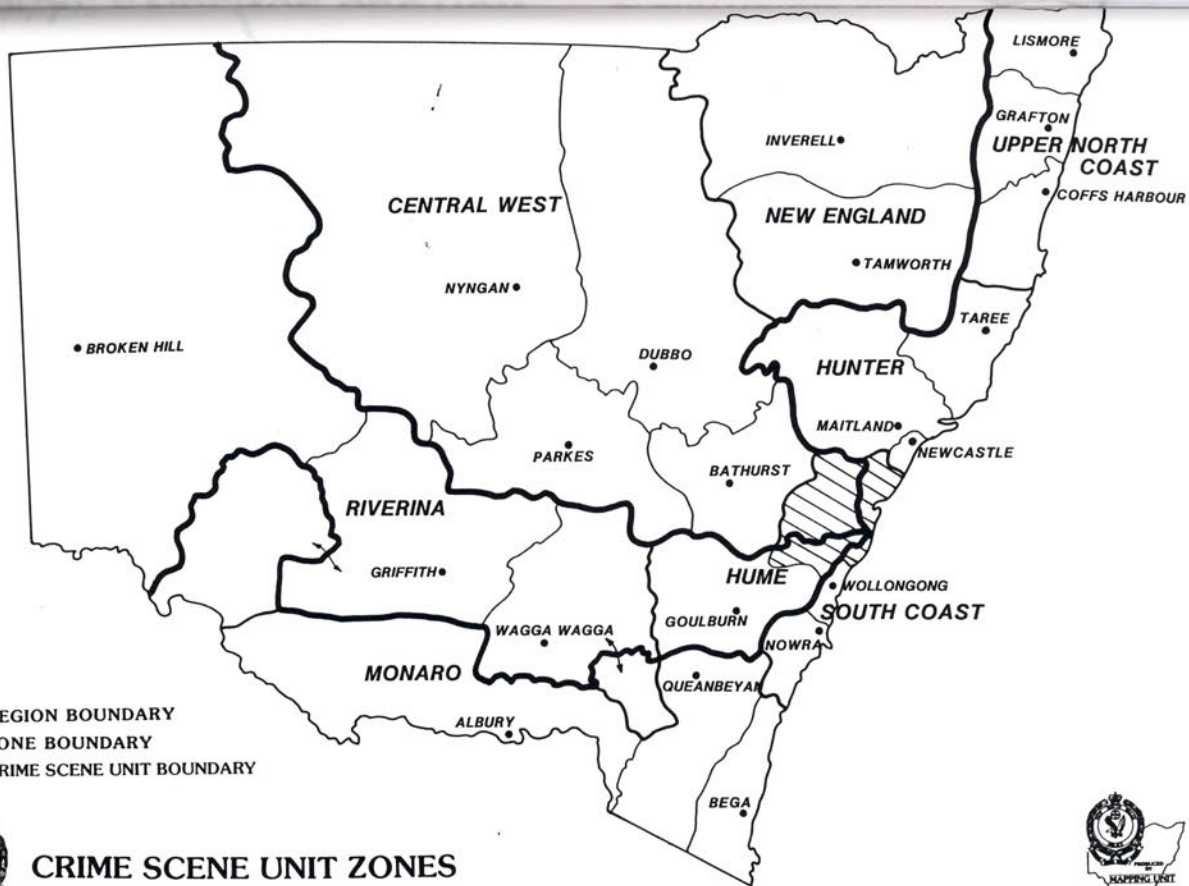


COMMAND PRINCIPLE
PHYSICAL EVIDENCE SECTION

— CENTRALISED MODEL —

(REGION COMMAND FLOW LINES ONLY IF REGIONAL MODEL SELECTED)





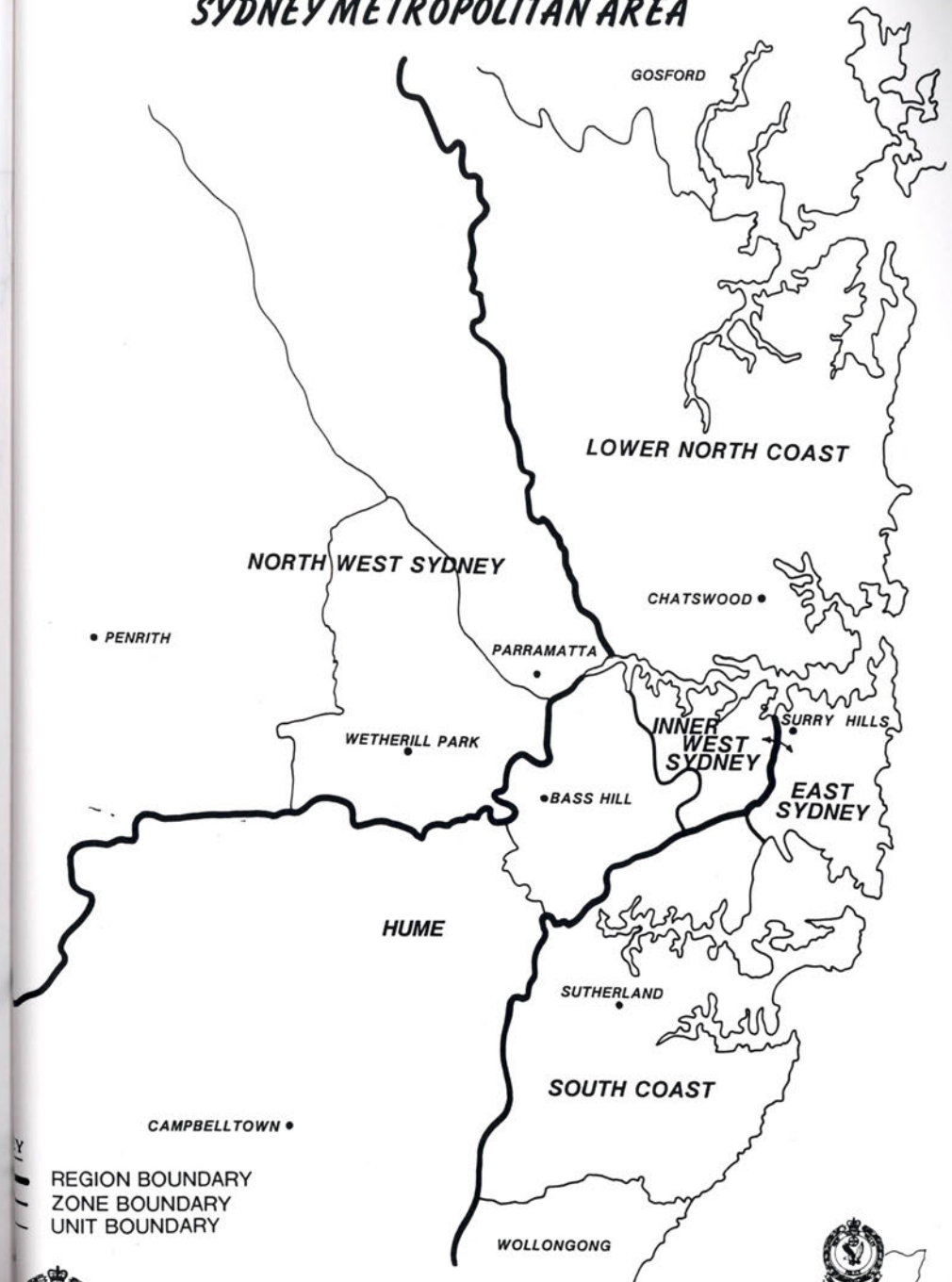
KEY
 — REGION BOUNDARY
 — ZONE BOUNDARY
 — CRIME SCENE UNIT BOUNDARY



**CRIME SCENE UNIT ZONES
 PHYSICAL EVIDENCE AND FINGERPRINT SECTIONS**



SYDNEY METROPOLITAN AREA



——— REGION BOUNDARY
 ——— ZONE BOUNDARY
 ——— UNIT BOUNDARY



REGIONALISED ZONE MODEL



PHYSICAL EVIDENCE AND FINGERPRINT SECTIONS

REGIONAL ZONE MODELSOUTH REGION

Zones: East Sydney
South Coast
Monaro

1. EAST SYDNEY ZONE

Crime Scene Unit: Surry Hills

SURRY HILLS CRIME SCENE UNIT

Patrols Serviced:

Maroubra, Mascot, Malabar, Randwick, Waverley, Bondi, Paddington, Rose Bay and Malabar Patrols.

The area serviced by this Unit would remain unchanged.

The current Crime Scene Unit at the Sydney Police Centre services Patrols from both the South and South West Regions. The surveys conducted by the Review show that District Commanders were satisfied with the service provided from the Surry Hills Crime Scene Unit.

The Review believes that there is a need for this Unit to be divided into two Zones (East Sydney and Inner West Sydney). The basis of this organisational structure is: the servicing Patrols in two Regions, the number of Patrols serviced and their respective crime rates. The Review believes this arrangement would provide the best managerial structure in terms of supervision, quality control and the training of staff. In addition, the Supervisor of each Zone would be responsible for the targeting and implementation of training programs for Patrol officers in physical evidence aspects such as crime scene preservation.

Although the Surry Hills Crime Scene Unit would incorporate two Zones it is not anticipated that officers working at this Unit would be allocated to one Zone. The Zoning arrangement is for management and supervisory purposes not for operational work division. Hence, the operational staffing levels for this Unit have not been delineated for duty in East Sydney or Inner West Sydney Zone.

2. SOUTH COAST ZONE

Crime Scene Units: Hurstville
Wollongong
Nowra

These three Units have been grouped in a Zone as they are geographically and demographically linked. Second, the accessibility for supervision is workable. Third, there is good accessibility for each Unit within the Zone to the other for utilisation of special facilities held at other Units. Fourth, any need to temporarily deploy staff within the Zone to meet urgent needs is viable.

HURSTVILLE CRIME SCENE UNIT

Patrols Serviced:

Sutherland, Cronulla, Engadine, Miranda, Hurstville, Kingsgrove, Peakhurst, Kogarah, Rockdale and Menai Patrols.

The area serviced by this Unit would remain unchanged. From surveys the service provided is satisfactory.

This Unit is presently located at Sutherland having been partially relocated from Hurstville. Some facilities remain at Hurstville. Planned changes will relocate this Unit to Hurstville in the near future with the provision of new (and satisfactory levels of) accommodation.

WOLLONGONG CRIME SCENE UNIT

Patrols Serviced:

Wollongong, Helensburgh, Warilla, Dapto, Port Kembla and Corrimal Patrols.

The area serviced by this Unit would remain unchanged. Survey results indicate that the service provided is satisfactory.

NOWRA CRIME SCENE UNIT

Patrols Serviced:

Nowra and Milton Patrols.

The area serviced by this Unit would remain unchanged. Survey results indicate that the service provided is satisfactory.

3. MONARO ZONE

Crime Scene Units: Albury
Queanbeyan
Bega (new Unit)

This Zone incorporates a new Crime Scene Unit at Bega. This Unit would service part of the current Queanbeyan Crime Scene Unit's area. (The basis for this change is outlined below under the Queanbeyan and Bega Crime Scene Unit.)

The three Units have been grouped within a Zone as they are situated within the southern extremity of South Region. Second, accessibility for supervision is workable though not ideal. [In winter travel between Albury and Bega is extended due to snow conditions limiting the choice of routes. Travel between these centres would be routed through Queanbeyan - the location of the third Crime Scene Unit in this Zone.]

Third, there is good accessibility for each Unit within the Zone to the other for utilisation of special facilities held at other Units. Fourth, any need to temporarily deploy staff within the Zone to meet urgent needs is viable.

ALBURY CRIME SCENE UNIT

Patrols Serviced:

Albury, Deniliquin, Holbrook and Finley Patrols.

Note: Balranald Sector of Deniliquin Patrol could be serviced by the Griffith Crime Scene Unit if the situation required it.

The area serviced by this Unit would remain unchanged. Survey results indicate that the service provided is satisfactory.

QUEANBEYAN CRIME SCENE UNIT

Patrols Serviced:

Queanbeyan, Tumut and Cooma Patrols.

Note: Tumut Patrol could be serviced by the Wagga Wagga Crime Scene Unit if the situation required it.

The area serviced by this Unit would remain unchanged.

An analysis of the crime statistics and Physical Evidence workload figures suggest that there would be improvements in the service and long term economy in having a new Crime Scene Unit located at Bega.

Presently, over half the overtime payments to Queanbeyan staff are related to servicing the Batemans Bay and Bega Patrols. It is anticipated that a local Crime Scene Unit servicing these Patrols would result in an increased use of the physical evidence support services due to reasonable response times and close availability of advice during and after office hours. This has occurred with each new Crime Scene Unit that has been established in the State.

BEGA CRIME SCENE UNIT

Patrols Serviced:

Bega and Batemans Bay Patrols.

Currently there is no immediate service provided to this area the response time from Queanbeyan to Bega is about 2.5 hours when staff are available. The combined crime statistics for the two Patrols would justify the founding of a local Crime Scene Unit.

Bega has the greater incidence of crime of the two Patrols. In addition, there is good accessibility by road between the two Patrols. Therefore, it is proposed to create a new Crime Scene Unit at Bega.

SOUTH WEST REGION

Zones: Inner West Sydney
Hume
Riverina

4. INNER WEST SYDNEY ZONE

Crime Scene Unit: Surry Hills

SURRY HILLS CRIME SCENE UNIT

Patrols Serviced:

Ashfield, Enfield, Burwood, Five Dock, Drummoyne, and Earlwood, Balmain, Glebe, Annandale, Leichhardt, Petersham, Marrickville and Newtown Patrols.

The area serviced by this Unit would remain unchanged.

The current Crime Scene Unit at the Sydney Police Centre services Patrols within the South and South West Regions. The supporting argument for two Zones was provided above in the East Sydney Zone explanation.

5. HUME ZONE

Crime Scene Units: Campbelltown
Bass Hill
Goulburn

This Zone incorporates the current Crime Scene Units of Campbelltown (currently located at Macquarie Fields), Bass Hill and Goulburn. There are proposed changes to the Patrols currently serviced by Goulburn Crime Scene Unit.

These Zones follow the population distribution and growth pattern along the Hume Highway tract as far south as Yass. The accessibility between these three Units is very good in terms of travel time due to good road conditions. This allows for effective supervision and use of specialist facilities held at other Units.

The Goulburn Academy campus is strategically located in this Zone because of the proposed upgrading of training within the Physical Evidence Section, which is to be developed and organised from Sydney. In addition, the Review proposes an expanded physical evidence input in the PREP and other Police training courses which would be developed in Sydney (in conjunction with the Academy) but mostly delivered by members of the Goulburn Crime Scene Unit.

CAMPBELLTOWN CRIME SCENE UNIT

Patrols Serviced:

Liverpool, Campbelltown, Green Valley, Macquarie Fields, Camden, Picton, Moorebank and Raby Patrols.

The area serviced by this Unit is unchanged.

This Unit is currently located at Macquarie Fields although proposed Departmental plans will relocate this Unit to Campbelltown with improved accommodation and facilities.

BASS HILL CRIME SCENE UNIT

Patrols Serviced:

Bankstown, Bass Hill, Revesby, Campsie, Lakemba, Flemington and Auburn Patrols.

The area serviced by this Unit remains unchanged.

GOULBURN CRIME SCENE UNIT

Patrols Serviced:

Goulburn, Bowral, and Yass Patrols and includes the Police Academy's Goulburn campus.

The area serviced by the Goulburn Crime Scene Unit is altered in this proposal.

The Patrols on the western border of the District (Gundagai, Cootamundra and Young) are more accessible for service from Wagga Wagga Crime Scene Unit.

The Review proposals for changes to Physical Evidence Training at recruit and other Police courses will involve increased input from Physical Evidence personnel. Part of this input will be provided by the local Crime Scene Unit.

6. RIVERINA ZONE

Crime Scene Units: Wagga Wagga
Griffith
Broken Hill

Both the areas serviced by the Wagga Wagga and Griffith Crime Scene Units are altered from the current situation.

The area serviced by Broken Hill Crime Scene Unit remains unchanged.

The three Units are linked by a major highways providing good accessibility. The Review acknowledges that the Broken Hill Crime Scene Unit is distant from both Wagga Wagga and Griffith. However, it is of paramount importance to link Broken Hill with other Crime Scene Units to ensure uniformity of standards and supervision, arrangements for any temporary deployment of staff, use of specialised equipment or facilities held at other Units and to reduce the effect of any other problems related to its geographic isolation.

WAGGA WAGGA CRIME SCENE UNIT

Patrols Serviced:

Wagga Wagga, Junee, Temora, Cootamundra, Gundagai and Young Patrols.

Note: Tumut Patrol (South Region) could be serviced by this Unit if the situation required it.

It is proposed that the area serviced by this Unit be altered.

This Unit would service three Patrols (Gundagai, Cootamundra and Young) currently in the Goulburn Crime Scene Unit's area. These Patrols are more readily accessible from Wagga Wagga.

For similar reasons the Patrols (Narrandera, Leeton and West Wyalong) on the western border of Wagga's current area are felt to be more accessible and more effectively serviced by Griffith Crime Scene Unit.

GRIFFITH CRIME SCENE UNIT

Patrols Serviced:

Griffith, Narrandera, Leeton, Hay and West Wyalong Patrols.

Note: This Unit could service the Balranald Sector of Deniliquin Patrol if required.

As mentioned previously Griffith Crime Scene Unit would service three Patrols (Narrandera, Leeton and West Wyalong) currently serviced from Wagga.

BROKEN HILL CRIME SCENE UNIT

Patrols Serviced:

Broken Hill, Wentworth and Wilcannia Patrols.

The area serviced by the Broken Hill Crime Scene Unit would remain unchanged.

NORTH WEST REGION

Zones: North West Sydney
New England
Central West

7. NORTH WEST SYDNEY ZONE

Crime Scene Units: Parramatta
Penrith
Wetherill Park

The total area serviced by the three Units would remain unchanged. Penrith and Parramatta's area would change.

All three Units are geographically and demographically related. They have a high crime rates, the effective service of which will require good supervision. Their proximity would allow temporary deployment of staff, if required.

PARRAMATTA CRIME SCENE UNIT

Patrols Serviced:

Parramatta, Granville, Ermington and Castle Hill Patrols.

Note: Wisemans Ferry Sector of Windsor Patrol could be serviced by Parramatta Crime Scene Unit if the situation required it.

The area serviced by this Unit would alter with the transfer of Windsor Patrol to Penrith Crime Scene Unit. This change is proposed because of better accessibility (time and distance) and hence, an improved level of service to this Patrol.

PENRITH CRIME SCENE UNIT

Patrols Serviced:

Penrith, St Marys, Springwood, Katoomba, Mt Druitt, Riverstone, Windsor and South Penrith Patrols.

It is proposed to include Windsor Patrol in the area serviced by Penrith Crime Scene Unit for the reason mentioned previously.

WETHERILL PARK CRIME SCENE UNIT

Patrols Serviced:

Blacktown, Merrylands, Wentworthville, Fairfield, Cabramatta, Wetherill Park and Seven Hills Patrols.

The area serviced by Wetherill Park Crime Scene Unit remains unchanged.

Blacktown District (with Patrols listed above) was opened about twelve months ago as a dedicated Crime Scene Unit to service this District. Prior to this change the Parramatta Crime Scene Unit serviced Blacktown District.

Problems have been associated with the Blacktown Crime Scene Unit since its establishment. In July 1989 the Unit was located in the muster room at Blacktown Police Station but provided with little equipment. Twelve months later the Unit was relocated to Wetherill Park, again in the muster room with little equipment.

In consultation with the Blacktown Crime Scene Unit Leader it was suggested that the current location at Wetherill Park was inefficient. The majority of scene work attended by this Unit originated in the Blacktown Patrol. However, crime statistics show that there are comparable levels of crime in the Blacktown Patrol (1988/89 year: total crime = 7651) which is

Blacktown Patrol (1988/89 year: total crime = 7651) which is at the northern end of the area serviced and Fairfield Patrol (6888) and Cabramatta Patrol (5380) which are at the southern end of the area serviced. The difference in service currently provided by the Crime Scene Unit (figures supplied by Blacktown Crime Scene Unit) to Blacktown Patrol (about 33% of their workload), Fairfield Patrol (8%) and Cabramatta Patrol (5%) is unexplainable. The Review believes that this anomaly should be resolved by the implementation of the Review's recommendations including the supervisory arrangement in the proposed Zone Model.

In light of the assessment of all empirical evidence, the Review recommends that suitable accommodation and equipment be provided for a Crime Scene Unit located at Wetherill Park to service the current and future needs of these Patrols.

8. NEW ENGLAND ZONE

Crime Scene Units: Tamworth
Inverell

This Zone services a large geographic area. However, it is felt that the two existing Crime Scene Units are capable of providing an efficient and effective service based on their workload figures and crime statistics. In terms of supervision or temporary deployment of staff both Units are accessible by road with reasonable travel times.

TAMWORTH CRIME SCENE UNIT

Patrols Serviced:

Tamworth, Armidale, Gunnedah and Narrabri Patrols.

There are no boundary changes proposed to the area serviced by the Tamworth Crime Scene Unit.

INVERELL CRIME SCENE UNIT

Patrols Serviced:

Moree, Inverell and Glen Innes Patrols.

There are no boundary changes proposed to the area serviced by the Inverell Crime Scene Unit.

9. CENTRAL WEST ZONE

Crime Scene Units: Dubbo
Bathurst
Nyngan (new Unit)
Parkes

This Zone introduces internal changes to the combined area currently serviced by the Dubbo, Orange and Parkes Crime Scene Units.

It is anticipated that this new zoning arrangement will provide enhanced service throughout the Central West Zone because of shorter response times to jobs and accessibility to other Crime Scene Units within the Zone for access to specialist equipment held in other Units. Temporary deployment of staff should be facilitated under this Zone arrangement.

DUBBO CRIME SCENE UNIT

Patrols Serviced:

Dubbo, Mudgee, Wellington, Coonabarabran, Coonamble and Walgett Patrols.

It is proposed that the current area serviced by Dubbo Crime Scene Unit be altered. Currently, Dubbo services a large portion of the State, including Bourke and Nyngan in addition to the above listed Patrols. Dubbo itself is located in the south eastern corner of this area and there is an extensive travelling component in servicing the current Crime Scene area. [Travelling time from Dubbo to Bourke is over 4 hours.] The lengthy travelling time results in unsatisfactory response times. The result of this situation is the Unit is not requested to attend scenes of crime which they would normally have attended.

The Review recommends the founding of a new Crime Scene Unit at Nyngan. Further reasoning for this recommendation is given below.

NYNGAN CRIME SCENE UNIT

Patrols Serviced:

Bourke and Nyngan Patrols.

Currently there is no immediate service available to these Patrols. Response times from Dubbo Crime Scene Unit is about 2 hours to Nyngan and over 4 to Bourke township.

Nyngan and Bourke Patrols cover geographically large areas. The overall incidence of crime, as reflected in the crime

statistics, shows the need for a Crime Scene Unit service. The crime statistics reveal an abnormally high proportion of personal violence-related crimes to property-related crimes. Offences against the person more often require the services of the Crime Scene Unit than property-related offences.

The Review proposes that a Crime Scene Unit be established at Nyngan to service the Nyngan and Bourke Patrols. Nyngan is the preferred location as it has:

- * sealed road access to all major towns, unlike Bourke,
- * Bourke is considered by this Department to be a disadvantaged area and therefore, would be unsuitable for long term tenure by Crime Scene Examiners,
- * Nyngan is closer to other Crime Scene Units within the Central West Zone allowing closer supervision and access to specialist equipment held at other Units within the Zone.

BATHURST CRIME SCENE UNIT

Patrols Serviced:

Bathurst, Lithgow and Orange Patrols.

The construction of new premises at Bathurst includes accommodation and facilities for the current Crime Scene Unit at Orange.

Changes to the area serviced by the current Orange Crime Scene Unit involve transfer of Cowra Patrol to the Parkes Crime Scene Unit area. Cowra is equidistant from Orange and Parkes. The relocation of Orange Crime Scene Unit to Bathurst would result in Cowra being more accessible from Parkes. Crime Scene workload figures and crime statistics would support the additional area being allocated to Parkes Crime Scene Unit.

PARKES CRIME SCENE UNIT

Patrols Serviced:

Parkes, Forbes and Cowra Patrols.

The area serviced by Parkes Crime Scene Unit would be increased with the addition of Cowra Patrol. The reasons for this change are given above.

NORTH REGION

Zones: Lower North Coast
Hunter
Upper North Coast

10. LOWER NORTH COAST ZONE

Crime Scene Unit: Chatswood
Gosford

Chatswood and Gosford have been located within the same Zone to provide effective supervision. Accessibility between these Units is excellent.

CHATSWOOD CRIME SCENE UNIT

Patrols Serviced:

Chatswood, Lane Cove, Pymble, Hornsby, Pennant Hills, Eastwood, Gladesville, Ryde, Dee Why, Manly, Frenchs Forest, North Sydney, Mosman, Mona Vale and Collaroy Patrols.

The area serviced by the Chatswood Crime Scene Unit would remain unchanged.

Chatswood is ideally situated at a central point to service all the above Patrols. However, accommodation at Chatswood is unacceptable and is in urgent need of upgrading.

GOSFORD CRIME SCENE UNIT

Patrols Serviced:

Gosford, Terrigal, Woy Woy, Wyong, Toukley and The Entrance Patrols.

The area serviced by the Gosford Crime Scene Unit would remain unchanged.

There are no proposed changes to the current area serviced by the Gosford Crime Scene Unit.

11. HUNTER ZONE

Crime Scene Units: Newcastle
Maitland
Taree

The location of Newcastle and Maitland Crime Scene Units in the Hunter Zone is self apparent. The inclusion of Taree is based upon its proximity to Newcastle and Maitland for both supervision, deployment of staff for relieving or emergency situations, use of special equipment and facilities based in other Units within the Zone, is viable with good road access between Units.

NEWCASTLE CRIME SCENE UNIT

Patrols Serviced:

Newcastle, Hamilton, Mayfield, Belmont, Charlestown, Wallsend and Toronto Patrols.

The redevelopment of Maitland Police Station to accommodate a Crime Scene Unit, will alter the area currently serviced by the Newcastle Crime Scene Unit.

MAITLAND CRIME SCENE UNIT

Patrols Serviced:

Maitland, Raymond Terrace, Cessnock, Singleton, Muswellbrook and Scone Patrols.

The Patrols to be serviced from the new Maitland Crime Scene Unit are currently being serviced from Newcastle. The establishment of Maitland Crime Scene Unit will reduce the response times and improve the level of service to the Patrols listed above.

TAREE CRIME SCENE UNIT

Patrols Serviced:

Port Macquarie, Taree and Forster Patrols.

Taree Crime Scene Unit is centrally located to service the three Patrols each with equivalent crime statistics. Taree Crime Scene Unit would also benefit from its inclusion in the Hunter Zone with improved levels of supervision, support from Newcastle and Maitland with the availability of specialist equipment and facilities at those Units.

12. UPPER NORTH COAST ZONE

Crime Scene Units: Lismore
Coffs Harbour
Grafton

There are no changes proposed to the areas serviced by the existing three Crime Scene Units. The Units have been grouped into one Zone for demographic, proximity and supervisory reasons.

LISMORE CRIME SCENE UNIT

Patrols Serviced:

Lismore, Byron Bay, Ballina, Tweed Heads, Casino, and Kyogle Patrols.

There are no changes proposed to the area serviced by Lismore Crime Scene Unit.

COFFS HARBOUR CRIME SCENE UNIT

Patrols Serviced:

Coffs Harbour, Macksville and West Kempsey Patrols.

There are no changes proposed to the area serviced by Coffs Harbour Crime Scene Unit.

GRAFTON CRIME SCENE UNIT

Patrols Serviced:

Maclean and Grafton Patrols.

There are no changes proposed to the area serviced by Grafton Crime Scene Unit.

ACTION PROFILESTEERING COMMITTEE:

Assistant Commissioner B. Gibson (Chairman)
Chief Superintendent B. Leaney
Detective Senior Sergeant T. Jeffries
Nominated Convenors (listed below)

<u>AREA</u>	<u>ISSUES</u>	<u>CONVENORS</u>
PHYSICAL EVIDENCE DOCTRINE	Ideology of Sections a. Interaction with other groups b. Approach to tasks c. Occupational health & safety d. Liaison with outside groups e. Retention of expertise [Recommendations: 1-3,5-7,82-85, 36-39,86-87,92]	C/Insp Delaforce Cst 1/C Young
COMPONENTS OF AN INVESTIGATION	a. Scene management b. Notification c. Performance of duties [Recommendations: 8-27]	C/Supt Leaney Det Sgt Cameron Supt Hird
ORGANISATIONAL STRUCTURE & MANAGEMENT	a. Management systems b. Zone model c. PES command structure d. PES specialised Units [Recommendations: 4,40-45,28-35]	Det Sgt Hughes Det Insp Atkins
TRAINING & CERTIFICATION	a. Tertiary course b. Inservice training c. PES training school d. Specialist progression [Recommendations: 60-81]	Mr. D. Bradley
FACILITIES	a. Equipment levels b. Replacement programs c. Work accommodation [Recommendations: 88-91]	Det S/Sgt Day Det Insp Butcher
PERSONNEL	a. Transfer policy b. Recruitment policy c. Assessment procedures [Recommendations: 47-59]	Insp M. Edwards