

## **Justice Committee**

### **Police and Fire Reform (Scotland) Act 2012**

#### **Letter from the Scottish Police Authority to the Committee**

##### **Initial allocation of day one business activities between the Police Service of Scotland and Scottish Police Authority**

I am writing to provide the members of the Justice Committee with an update on the latest SPA Board meeting.

The Police and Fire Reform (Scotland) Act 2012 means Police Staff currently in Forces, Unitary Authorities, Scottish Police Services Authority and the Scottish Crime and Drug Enforcement Agency all become employees of the SPA on 1 April. The Act also requires the SPA to appoint employees as either Police Staff under the direction of the Chief Constable, PSoS, or assign them to the SPA to support the Chief Executive.

At its meeting in Edinburgh on 8 March 2013, the Scottish Police Authority (SPA) Board agreed the initial allocation of business functions which will let employees know if they report into the SPA or Police Service of Scotland (PSoS) on Day One.

The Board heard from the Chief Constable and the Interim Chief Executive of the SPA before reaching their decisions.

As a Board we took a decision to consider these proposals in a closed session out of consideration for staff. Our view is that when staff require to hear something from their employer, they should do so directly and not through a third party such as the media. We also wanted to ensure transparency of decision-making and that is why we invited unions and police representative bodies to attend and observe our considerations. Communications with staff is now underway and I am writing today to update you on the outcome of our decisions.

The three guiding principles in the Board's decision making process were:

- Minimising disruption;
- Providing both the SPA and the Chief Constable with the staff they require to fulfil their responsibilities;
- Creating a viable service for day one.

With this in mind, as a general rule, most Police Staff from the 8 Forces will be appointed to PSoS while most staff in SPSA will be assigned to SPA on 1 April. For the vast majority of staff, they will experience no change on Day One – doing the same job, in the same location, for the same line manager.

For operational and business needs, there are a small number of areas where Police Staff from forces will be assigned to SPA, and where SPSA staff working in the SCDEA will be appointed under the direction and control of the Chief Constable. These are primarily in areas such as procurement and internal audit, which the

Committee will recall was an area of early agreement when the Chief Constable and I gave evidence some months ago.

These staff represent less than 2 per cent of the total civilian workforce across Scottish policing, but again most staff in these groups will be asked to keep doing the same job in the same place as currently.

The HR teams at the Forces, Unitary Authorities, SPSA and SCDEA are currently arranging for letters or emails to be sent to all employees to confirm arrangements for Day One. These will be issued to staff by the end of this week.

As a board we have for some time been looking at police reform as an integrated three-stage process: day 1, interim, and steady state. We have always envisaged that real change for staff will come in these interim and steady state phases, and that will only be done after full, formal consultation with staff and unions and with a thorough assessment of the long-term needs of policing.

We know staff have been anxious for clarity on where they fit into the new structures and we are both pleased that we can now move forward and start to deliver that for people this week.

For your information, I attach a summary of where each business activity has been allocated. This has today been communicated to staff and published on the SPA website.

Vic Emery  
Chair  
Scottish Police Authority  
14 March 2013

<b>FORENSIC SERVICES</b>	
Resource	All existing SPSA staff appointed as SPA staff All force forensic gateway staff appointed as police staff
Role/Key deliverables	Delivery of support services to the Police and Procurator Fiscal from Crime Scene to Court
Rationale for appointment to SPA/PSoS	<p>Section 31 of The Act states “The Authority must provide forensic services to the Police Service, the Police Investigations and Review Commissioner and the Lord Advocate and procurators”</p> <p>Based on the requirements of the Act the business activities associated with Forensic Services would naturally flow to the SPA.</p> <p>The existing force and SCDEA resource involved in Forensic Gateway and Forensic co-ordination work are closely aligned to the day to day operations of the policing function.</p>

<b>ICT</b>	
Resource	All existing SPSA staff appointed as SPA staff All existing force based Business relationship manager appointed as police staff.
Role/Key deliverables	ICT support requirements of Scottish Policing from fault rectification to implementation of local and national solutions
Rationale for appointment to SPA/PSoS	<p>From the Organisational Principles (Business Activities) paper Approved 18 January 2013</p> <ul style="list-style-type: none"> <li>• That ICT will be a business activity managed by the SPA and provided as a service to Police Scotland and other stakeholders.</li> <li>• ICT staff will be employees of the Scottish Police Authority, and will be specifically designated as SPA staff under the terms of the legislation.</li> </ul> <p>This means the business activities associated with ICT would naturally flow to the SPA.</p> <p>The existing force resource involved as Business Relationship managers provide support work that is closely aligned to the day to day operations of the policing function.</p>

<b>LEGAL SERVICES</b>	
Resource	SPSA staff to be appointed as SPA staff and Staff from existing authorities to be appointed as SPA staff Staff from the existing Forces to be appointed as Police staff
Role/Key deliverables	To provide legal advice and support across a range of matters, including representation at Courts and Tribunals, obtaining Sexual Offences Prevention Orders, acting at disciplinary Hearings, licensing matters, Human Resources issues, provision of property etc.
Rationale for appointment to SPA/PSoS	From the Organisational Principles (Business Activities) paper Approved 18 January 2013 <ul style="list-style-type: none"> <li>• That, in legal services, some staff will be appointed as police staff under the direction and control of the Chief Constable and others will be SPA staff and provide legal services to the Authority.</li> </ul>

<b>TRAINING</b>	
Resource	SPSA staff to be appointed as SPA staff and staff from the existing forces to be appointed as Police staff
Role/Key deliverables	The Training Education and Development (TED) service will include all training, education and development activities across the Police Service of Scotland (PSoS). This includes all activities at local, regional and national level.
Rationale for appointment to SPA/PSoS	To minimise disruption and ensure continuity of service on Day One.

<b>PROCUREMENT</b>	
Resource	SPSA staff to be appointed as SPA staff Staff from the existing forces who are involved in procurement, purchasing and stores to be appointed as SPA staff
Role/Key deliverables	<ul style="list-style-type: none"> <li>• <i>Procurement</i> – The act of tendering, placing and managing contracts.</li> <li>• <i>Purchasing</i> – The act or requisitioning and placing orders.</li> <li>• <i>Stores</i> – The act of receiving deliveries, holding and distribution of stock.</li> </ul>
Rationale for appointment to SPA/PSoS	Some aspects of procurement activity for the existing forces are already carried out centrally by the SPSA – specifically, ICT procurement under an agency agreement. The Act grants the Authority the general power to “enter into contracts” (Section 4 (2) (a)).  From the Organisational Principles (Business Activities) paper Approved 18 January 2013 <ul style="list-style-type: none"> <li>• That procurement activity will be undertaken by the SPA and</li> </ul>

	<p>provided as a service to the Police Scotland and other stakeholders.</p> <ul style="list-style-type: none"> <li>• Procurement staff will be employees of the Scottish Police Authority, and will be specifically designated as SPA staff under the terms of the legislation.</li> </ul>
--	--

<b>ESTATE MANAGEMENT</b>	
Resource	SPSA staff to be appointed as SPA staff and Staff from the existing forces to be appointed as Police staff
Role/Key deliverables	<ul style="list-style-type: none"> <li>• Acquisition and disposal of property</li> <li>• Managing space within property</li> <li>• Building maintenance</li> <li>• Security</li> <li>• Cleaning</li> <li>• Catering</li> <li>• Environmental Management</li> </ul>
Rationale for appointment to SPA/PSoS	Two options were considered and it was agreed, to minimise disruption to have the status quo on Day 1.

<b>FLEET MANAGEMENT</b>	
Resource	SPSA staff to be appointed as SPA staff Staff from the existing forces to be appointed as Police staff
Role/Key deliverables	<ul style="list-style-type: none"> <li>• Vehicle acquisition and commissioning.</li> <li>• Vehicle servicing/repairs.</li> <li>• Vehicle decommissioning and disposal.</li> <li>• Management of outsourced vehicle maintenance.</li> <li>• Management of accident damage repairs.</li> <li>• Administration relating to vehicle accidents/damage.</li> <li>• Vehicle fuel provision.</li> <li>• Hire/Sponsor/Lease/vehicle/support.</li> <li>• Driver services (in some Forces) e.g. mail runs, production transfers, vehicle movements, car valeting, deployment of major incident equipment, etc.</li> </ul>
Rationale for appointment to SPA/PSoS	Fleet Procurement & Policy: Given the significant values involved, Business Case proposals will require SPA approval. Vehicles will be requisitioned in accordance with these Business Cases and against procurement contracts and in accordance with procurement mechanisms described in section (f). Vehicle management and day to day fleet operations also to be undertaken by PSoS.

<b>INTERNAL AUDIT</b>	
Resource	Appoint all staff as SPA staff
Role/Key deliverables	An independent appraisal function which provides assurance to the SPA that there is a sound system of governance and control in place.
Rationale for appointment to SPA/PSoS	<p>The SPA Members have a statutory role to hold the chief constable to account for the policing of Scotland (Section 2 (1) (e)) this suggests the need for internal audit activity being undertaken by the Authority.</p> <p>From the Organisational Principles (Business Activities) paper Approved 18 January 2013</p> <ul style="list-style-type: none"> <li>• That internal audit activity will be undertaken by the Authority</li> <li>• Internal audit staff will be employees of the Scottish Police Authority, and will be specifically designated as SPA staff under the terms of the legislation.</li> </ul>

<b>NATIONAL SYSTEMS SUPPORT (CJ SYSTEMS)</b>	
Resource	The staff from the SPSA to be appointed as SPA staff. The vetting staff from the SPSA associated with this area to be appointed as SPA staff.
Role/Key deliverables	The current national police databases maintained and supported by SPSA National Systems Support (NSS) include; the Criminal History System (CHS), Scottish Intelligence Database (SID), Automatic Number Plate Recognition (ANPR) system, Violent and Sex Offender Register (ViSOR), Scottish DNA Database (SDNAD), Police National Computer (PNC), IDENT1 and Police National Database (PND).
Rationale for appointment to SPA/PSoS	<p>NSS currently provides this vital service to the 8 Scottish Police forces, reducing the risk of legal challenge, data breaches and harm to both the police and members of the public. This activity currently operates within the SPSA and to minimise change for day one it is recommended that this activity be re-parented to the SPA.</p> <p>Agreement has been reached that the head of the NSS will attend the PSoS management team meeting with this area of policing to ensure service delivery support is meeting the needs of PSoS.</p>

<b>REDEPLOYMENT POOL</b>	
Resource	Staff from SPSA to be appointed as SPA staff Staff from the existing forces to be appointed as police staff.
Role/Key deliverables	Manage and support staff that do not have a role under the new structure of Scottish Policing and facilitate matching of vacant positions with staff in the redeployment pool.
Rationale for	Staff that are currently in a redeployment or supernumerary pool

appointment to SPA/PSoS	within their existing organisation will transfer into the redeployment pool.
-------------------------	--

<b>CUSTODY</b>	
Resource	Appoint all as police staff
Role/Key deliverables	To provide the safe management of persons in the custody of Police Scotland from the point of entry to the point of release from custody or into the care of another agency or organisation.
Rationale for appointment to SPA/PSoS	The business activities related to custody are generally aligned to the day to day administration of the policing function.

<b>FRONT DESK</b>	
Resource	Appoint all as police staff
Role/Key deliverables	To provide front counter services at local police stations for face to face and telephone contact. This includes the initial reporting of incidents and vehicular accidents as well as the presentation of documents, attendance of persons required to register with police and additional administrative support duties.
Rationale for appointment to SPA/PSoS	The business activities related to front desk operation are generally aligned to the day to day administration of the policing function.

<b>CONTACT, COMMAND AND CONTROL</b>	
Resource	Appoint all as police staff
Role/Key deliverables	To manage emergency and non-emergency initial contact with the public and to support police operational communications on a 24/7 basis, including special events, spontaneous firearms command or major incidents.  Performance management in relation to service delivery
Rationale for appointment to SPA/PSoS	The business activities related to contact, command and control are generally aligned to the day to day administration of the policing function.

<b>SCDEA – SUPPORT STAFF</b>	
Resource	The existing SCDEA staff in the SPSA will be appointed as police staff with the exception of those in 'Support Services' such as Information Management and ICT who will be covered as part of those business activities. Those staff will be appointed as SPA staff with the exceptions of SCDEA HR staff who are appointed to Police Scotland for Day One.  All other existing force staff appointed as police staff
Role/Key deliverables	To manage, analyse and report on intelligence information to inform operational and Tactical deployment and performance.
Rationale for	The business activities related to SCDEA operational support are

appointment to SPA/PSoS	generally aligned to the day to day administration of the policing function.
-------------------------	--

<b>ADMINISTRATION</b>	
Resource	Administrative staff who are part of an existing defined structure such as HR, Finance, Procurement, ICT will transfer based on where that particular business activity is allocated.  All SPSA administrative staff will be appointed as SPA staff. All remaining staff will be appointed police staff.
Role/Key deliverables	To provide a wide range of administrative support to Divisions and Departments.
Rationale for appointment to SPA/PSoS	The business activities classified as administrative are highly variable when compared across the existing eight forces and the SCDEA. This area of the business activities will require additional work to more accurately classify. The support services provided by the administrative staff are generally aligned to the day to day administration of policing and as such the least disruptive approach is to continue as is for day one.

<b>LICENSING</b>	
Resource	Appoint all as police staff
Role/Key deliverables	To provide administration, advice, prevention and enforcement around licensing areas including Liquor, Firearms and Nationality, representing the Chief Constable at Local Authority Licensing Boards.
Rationale for appointment to SPA/PSoS	The business activities related to licensing are generally aligned to the day to day administration of the policing function.

<b>ROAD SAFETY</b>	
Resource	Appoint all as police staff
Role/Key deliverables	To support national and local road safety campaigns through education and engagement in partnership.
Rationale for appointment to SPA/PSoS	The business activities related to road safety are generally aligned to the day to day administration of the policing function.

<b>TRAFFIC WARDENS</b>	
Resource	Appoint all as police staff
Role/Key deliverables	The role of traffic wardens vary according to Local Authority areas policy on parking and in particular where it is non-criminalised.
Rationale for appointment to SPA/PSoS	The business activities related to traffic wardens are generally aligned to the day to day administration of the policing function.

<b>LOCAL POLICING/ OPERATIONS SUPPORT/ CRIME – BUSINESS MANAGEMENT</b>	
Resource	Appoint all as police staff
Role/Key deliverables	<p>Business Admin/Management Units provide support to operational policing units in a wide variety of ways. Typically they provide a link between operational and central support areas where forces operate in a devolved structure; this is not a universal approach across all forces.</p> <p>Some staff within these areas will already be included within numbers for other areas, e.g. Administration, HR and Finance, Crime.</p>
Rationale for appointment to SPA/PSoS	The business activities related to local policing are generally aligned to the day to day administration of the policing function.

<b>FINANCE</b>	
Resource	<p>SPSA staff to be appointed as SPA staff</p> <p>SCDEA finance staff to be appointed as Police Staff</p> <p>Staff from the existing forces to be appointed as Police staff</p>
Role/Key deliverables	The Finance function is responsible for preparing, monitoring and controlling the organisation's annual budget as well as managing all aspects of financial governance. The finance function also provides and runs the range financial systems.
Rationale for appointment to SPA/PSoS	<p>To minimise the risk to the finance business activities for Day One position it is agreed that the principle of minimum restructuring is exercised before Day One and this means there will be only limited re-parenting.</p> <p>The proposed arrangement has the PSoS providing a business partnering arrangement for the transactional part of the finance activities. It is recognised that for the SPA to fulfil its function there will need to be SPA members of staff who provide the necessary authorisations to execute the transactions against the SPA bank account. This includes:</p> <ul style="list-style-type: none"> <li>- accounts receivable</li> <li>- accounts payable</li> <li>- payroll payments</li> <li>- pension payments</li> <li>- receipt of Scottish Government Funding</li> </ul> <p>The preparation of these types of activities will be carried out by PSoS within a set of agreed rules and parameters. Once the transactions are ready to be executed the PSoS team will provide the SPA team with the agreed information for review and authorisation.</p> <p>To make the authorisation activity work there is agreement</p>

	<p>between PSoS and the SPA that members of staff with the requisite experience are needed by the SPA. Once the role requirements are identified the SPA finance director will recruit for these posts. It is envisaged that due to the experience and knowledge required to fulfil these roles they are most likely to be recruited from police staff.</p> <p>To comply with the rules on delegation under the Act where anyone who is police staff requires to have authority delegated to them, they would have short term designation as SPA staff. This designation would be effected in terms of the 'Staff Reassignment Agreement' between the SPA and PSoS. The duration this designation would be agreed by the finance directors and the member of staff.</p>
--	---

<b>HUMAN RESOURCES</b>	
Resource	<p>Group HR Director SPA have re-parenting into them:</p> <ul style="list-style-type: none"> <li>• People Integration Team, including the National Escalation Team</li> <li>• SPSA HR team excluding SCDEA HR team</li> <li>• The SPC</li> </ul> <p>All other HR staff will be appointed as Police Staff and will report into the PSOS HR Director for Day One. This will include:</p> <ul style="list-style-type: none"> <li>• HR Department of 8 forces (secondments will stand)</li> <li>• SCDEA HR Function</li> <li>• Training and Development Departments of 8 forces</li> </ul>
Role/Key deliverables	Duties can include: People Integration; Policy & Remuneration; HR Partnering / Service Desk; Health, Safety & Wellbeing; Recruitment; Career Development / PDR; Equality & Diversity; SCoPE / Data Management
Rationale for appointment to SPA/PSoS	Board members approved the option which would create the minimum of disruption of HR employees whilst recognising the operational needs of both organisations.

<b>INFORMATION MANAGEMENT</b>	
Resource	<p>The current SPSA IM staff, including those from the SCDEA will be appointed as SPA staff.</p> <p>The current ACPOS IM staff will be appointed as SPA staff.</p> <p>The IM staff from within the existing forces will be appointed as police staff.</p>
Role/Key deliverables	Ongoing delivery of a comprehensive Information Management (IM) service for Police Scotland that meets the needs of the organisation in terms of statutory requirements and service-level obligations.

Rationale for appointment to SPA/PSoS	<p>The current experience base supporting the needs of PSoS for day one are best provided by the existing force teams. Likewise the corporate experience of the SPSA team is well prepared to support the needs of the SPA.</p> <p>It is recognised that this is a potential growth area for both PSoS and SPA and that each may need to provide the other with support as permitted under section 83 of the Act.</p>
---------------------------------------	---

<b>CRIME POLICY DEVELOPMENT</b>	
Resource	Appoint all as police staff
Role/Key deliverables	The role of the policy unit is to identify, collate, develop, quality assure, publish and monitor policy documents including standard operating procedures to ensure access to current clear guidelines which support the strategic values, priorities and direction and support legal compliance wherever relevant.
Rationale for appointment to SPA/PSoS	The business activities related to policy development are related to the crime policy development and are generally aligned to the policing function.

<b>COMMUNICATIONS</b>	
Resource	<p>The SPA Interim Public Affairs and Communications team, the SPSA communications team, and the Strathclyde Police Authority communications officer to be appointed as SPA staff.</p> <p>The Interim Police Scotland communications team, the 8 Force communications teams, and the ACPOS communications team to be appointed as police Staff.</p>
Role/Key deliverables	Corporate Communications covers all aspects of internal and external communications. Development and monitoring of best practice and standards for communications
Rationale for appointment to SPA/PSoS	<p>From the Organisational Principles (Business Activities) paper Approved 18 January 2013</p> <ul style="list-style-type: none"> <li>• That, in communications, some staff will be appointed as police staff under the direction and control of the Chief Constable and others will be SPA staff and provide communications services to the Authority.</li> </ul> <p>Communications support is required for both the SPA and PSoS. The staff within existing forces and ACPOS are experienced in meeting the day to day requirements of policing activities.</p>

<b>EXECUTIVE SUPPORT</b>	
Resource	Staff from the SCDEA and SPSA will be appointed SPA staff. Staff from the existing forces will be appointed police staff.
Role/Key deliverables	The Provision of personal assistant and staff officer support to senior members of staff.
Rationale for appointment to SPA/PSoS	As with other business activities the force executive support staff are closely aligned the activities of their respective chief officer ranks. It is recognised that due to the reduction in the number of corporate director type posts from within the eight forces and the SPSA that there will be a requirement to assess future requirement based on published PSoS and SPA organisational charts.

<b>PERFORMANCE ANALYSIS</b>	
Resource	Staff from ACPOS and SPSA will be appointed SPA staff. Staff from the existing forces will be appointed police staff.
Role/Key deliverables	Support to all areas of business providing analysis of internal performance based on key performance indicators, internal surveys, initiatives and campaigns as well as external communications broader data including customer surveys or partner data.
Rationale for appointment to SPA/PSoS	<p>From the Organisational Principles (Business Activities) paper Approved 18 January 2013</p> <ul style="list-style-type: none"> <li>• That, in performance analysis, some staff will be appointed as police staff under the direction and control of the Chief Constable and others will be SPA staff and provide performance analysis services to the Authority</li> <li>• That the allocation in terms of who will be appointed police staff and who will be SPA staff needs further discussion and consultation, and should be based on an assessment of the needs of the Authority and Chief Constable.</li> </ul> <p>The staff providing performance analysis activities are closely aligned to the computer systems and databases that capture and store the data. For day one it is recommended that those associated with the existing forces be appointed as police staff.</p>

<b>RISK MANAGEMENT AND BUSINESS ASSURANCE</b>	
Resource	Staff from the SPSA will be appointed SPA staff. Staff from the existing forces will be appointed police staff.
Role/Key deliverables	<ul style="list-style-type: none"> <li>• Strategic Risk Management (including Operational, Programme &amp; Project Risk Management);</li> <li>• Business Continuity Management (BCM);</li> <li>• Insurance (Claims management dealt with by Legal);</li> </ul> <p>Business Assurance, incorporating co-ordination of external reviews and management of recommendations and internal review</p>

	of processes and functions for control, co-ordination and promotion of organisational learning, compliance with policy, efficiency and effectiveness and (Force Inspectorate, Continuous Improvement, Business Change and Best Value review functions).
Rationale for appointment to SPA/PSoS	<p>Many of the staff provide support for both the risk management and business assurance activities. On this basis for day one those associated with the existing forces will be appointed police staff.</p> <p>The plans for risk and business assurance within the PSoS represent a 30% reduction in resource levels from across the eight existing forces. The PSoS assessment is that this is a realistic figure to meet the requirements of the Service.</p> <p>SPSA operates a Safety &amp; Resilience model and a meeting will be arranged to discuss the working model for going forward with PSoS BCM. It is anticipated that this will be an area where resource will be imbalanced, with SPA under resourced and immediate review will required to take place to address, how this imbalance can be addressed in the short term prior to restructuring.</p>

<b>HEALTH &amp; SAFETY</b>	
Resource	<p>Staff from the SPSA will be appointed SPA staff.</p> <p>Staff from the existing forces will be appointed police staff.</p>
Role/Key deliverables	To provide professional advice and guidance at all levels of policing reducing the risk from operational policing deployments, accidents, ill health and litigation whilst ensuring compliance with legislation. To support the development of the risk assessment process and provide further guidance through the planning phase for high profile or major events with increased risks associated.
Rationale for appointment to SPA/PSoS	<p>The current experience base supporting the needs of PSoS for day one are best provided for by the existing force teams. Likewise the corporate experience of the SPSA team is well prepared to support the needs of the SPA.</p> <p>It is recognised that this is a potential growth area for both PSoS and SPA and each may need to provide the other with support as permitted under section 83 of the Act.</p> <p>It is anticipated this will be an area where resource will be imbalanced, with SPA under resourced, and immediate review will required to explore how this imbalance can be addressed in the short term prior to restructuring.</p>

<b>PLANNING</b>	
Resource	Staff from the SPSA will be appointed SPA staff. ACPOS staff will also be appointed SPA staff. Staff from the existing forces will be appointed police staff.
Role/Key deliverables	To work with partners for the purpose of developing multi-agency emergency planning procedures as well as plans for the safe management of events to maximise public safety and minimise the opportunities for criminality.  Existing work also involves the creation of strategic plans for the SPSA and planning and performance input into the creation of plans for existing forces and authorities. Future work will be to support the Authority's obligations to create and maintain a strategic police plan and a performance framework. See also the commentary on Performance Analysis above.
Rationale for appointment to SPA/PSoS	The staff providing performance analysis activities are closely aligned to the computer systems and databases that capture and store the data. On this basis for day one it is recommended that those associated with the existing forces be appointed as police staff.  The SPA also has key planning and performance obligations. It is assumed that, for Day 1, these can be met through a small SPA team, but on the assumption that support will be provided, where needed, from police staff working on planning and performance (as has been the case during the preparation of the strategic police plan).

<b>PROFESSIONAL STANDARDS INCLUDING VETTING</b>	
Resource	Staff from the SPSA will be appointed SPA staff. Staff from the existing forces will be appointed police staff.
Role/Key deliverables	Professional Standards Department oversee the investigation and enquiry into criminal and non-criminal complaints about the police and police staff including quality of service complaints. The department manages the disciplinary hearings process as well as issues around the conduct and efficiency regulations. The department will also contain the counter-corruption unit and will work with key partners including COPFS and PIRC.
Rationale for appointment to SPA/PSoS	The current experience base supporting the needs of PSoS for day one are best provided for by the existing force teams.  The SPSA team will initially cover the needs of the SPA.  There are new set of requirements and expectations place on SPA that need to be understood before a full decision can be made related to these activities as part of the steady state planning.

<b>PORTFOLIO/PROGRAMME OFFICE</b>	
Resource	SPSA staff to be appointed as SPA staff Staff from the existing forces to be appointed as police staff
Role/Key deliverables	The portfolio/programme office supports the provision of best value for the delivery of business change and ensures that programmes are achieving the identified business benefits, within budget, on time and with a full understanding of impact on service delivery.
Rationale for appointment to SPA/PSoS	Outside of a programme office within ICT, the rest of the programme office staff are currently police staff in the existing forces. They are all actively working to support the business change requirements of the forces. Many of these individuals are supporting the NPRT project teams and this activity will require on-going support beyond day one.

<b>TRANSFER OF POLICE AUTHORITY STAFF</b>	
Resource	All authority staff will be appointed as SPA staff
Role/Key deliverables	Existing authority staff where identified as exclusively supporting existing policing organisations.
Rationale for appointment to SPA/PSoS	All of the employees in dedicated Police Authority roles will be aligned to the relevant business activities within the SPA, given the nature of the work carried out.

<b>TRANSFER OF ACPOS STAFF</b>	
Resource	All SPSA staff within ACPOS to be appointed as SPA staff with the exception communications who will become part of PSoS communications team.
Role/Key deliverables	All of the SPSA staff in ACPOS roles will be aligned to the relevant business activities.
Rationale for appointment to SPA/PSoS	These are called out specifically in other sections of this paper, such as Portfolio / Programme Office.

<b>OTHER BUSINESS ACTIVITIES</b> (This list includes a collection of activities that contain relatively fewer numbers of staff)	
Resource	Staff from existing forces will be appointed as Police staff.
Role/Key deliverables	This is a collection of roles that are unique to individual organisations and will typically require placement either inside an existing business.  Examples of the wide and varied roles in this category include: Forensic Computer Analysts, Data Analysts, Ports Administrators, Grooms, Kennel Assistants, Archivist staff, youth justice staff, CCTV operators.
Rationale for appointment to SPA/PSoS	The initial analysis of police staff posts throughout the existing forces identified numerous posts which could not quickly be reconciled into the categories provided for in the business activities

	<p>paper.</p> <p>All of these posts, and more importantly the people, have been fully accounted for by PSoS.</p> <p>There exists in current use a variety of terms for similar roles across forces - these require further review in order to categorise them within the provided headings of the report.</p>
--	---