
DRAFT ACPO VISION FOR WORKFORCE MODERNISATION
THE MISSING COMPONENT OF POLICE REFORM

INTRODUCTION

This document seeks to outline the opportunity for the police service to modernise to meet growing and intensifying public expectations. There is currently a significant and growing **lack of capacity** in the police service to deliver what the public and government need and demand. The service is expected to increase productivity (bringing more offenders to justice and responding to increasing calls), roll out 'Neighbourhood Policing' across the country and address the substantial gap in 'protective services' (tackling organised crime, terrorism, etc).

There is a wealth of evidence from previous reports that despite the excellence of the majority of individual officers and staff, the police workforce model is in many respects obsolete with **inefficient and restrictive** practices causing waste and suppressing **latent capacity**. Pilot schemes have already shown that substantial benefits can be realised through Workforce Modernisation. This is in essence the modernisation of working practices to meet public need and a greater alignment of tasks to skills and rewards. This implies an approach whereby mixed teams comprising of a range of complimentary skills are organised to deliver a precise capability in Neighbourhood Policing, Level 1 Investigation, responding to emergencies and a range of Level 2 services and functions. The evidence suggests that with the optimal mix of police support officers, constables and proposed advanced constables, the police service could achieve **20% more**, if freed up from the restrictions of outdated working practices and employment conditions.

This paper aims to outline a coherent ACPO vision to deliver Workforce Modernisation. In order to succeed we must be prepared to lead the debate away from crude assessments of police effectiveness in terms of officer numbers (many of whom are not in direct service delivery roles) and focus on the totality of service delivery staff and the capability and capacity they can provide. Past approaches to police reform (2002) have been discordant and failed to deliver a complete and modernised policing system. It is imperative that the same mistakes are avoided in 2006/2007. The current round of pay reform must be linked strongly to changes in roles, processes and working practices in order to release efficiencies and benefits to the public.

This paper argues for a coherent approach to all levels of reform. The reform debate is currently heavily focused on force structures and amalgamations - probably a necessary step to build resilience but not likely to transform service to the public without Workforce Modernisation being an integral element of the reform process.

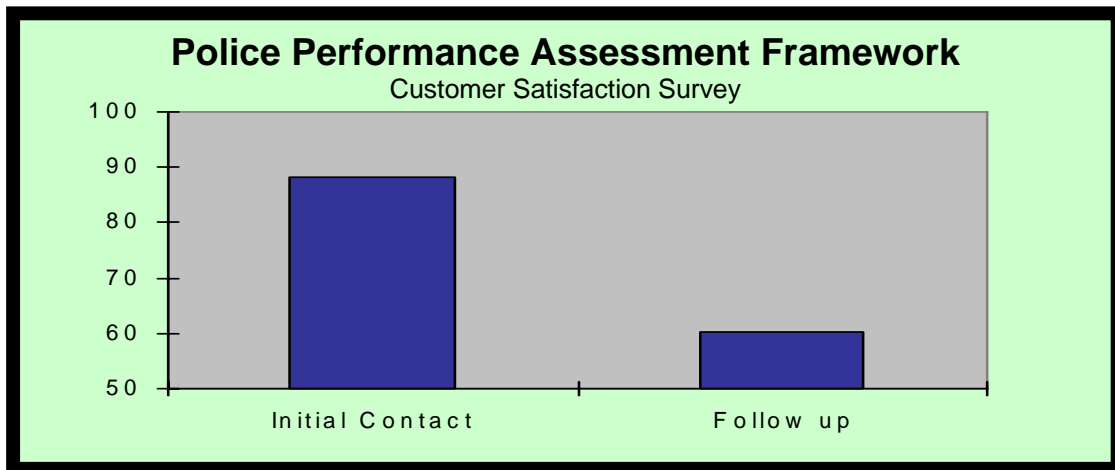
The evidence suggests that continuing to operate within the existing employment structure will provide a service 20% less capable than the public could receive for the taxation they pay.

1. THE CHALLENGE – SHIFTING AND GROWING PUBLIC NEED

The current overstretch and level of expectation from all quarters confronting the police is unprecedented. Regardless of the successes of recent years such as sustained volume crime reduction the public require increased and improved policing.

- Responding effectively to the **ever increasing volume of calls** from the public (3% per year)
- Increasing productivity in **bringing offenders to justice**. The Home Office have set the Public Service Agreement target that by 2007/08, 1.25 million offences will be being brought to justice each year (150,000 more than 2003/04) ¹.
- Addressing the **substantial gap in provision of protective services**². Typically, less than 6% of the over 1,500 organised crime groups active at force or regional level are actually targeted by police on an annual basis.
- Tackling, through Neighbourhood Policing³ teams, the **pervasive public anxiety produced by endemic levels of antisocial behaviour and public disorder**. In order to deliver these effective Neighbourhood Policing teams the Government has promised 24,000 PCSOs by 2008. With a £300 million per year shortfall in the funding for this commitment, forces will need to free up constables from other policing areas to lead this expanded capability.

This occurs in an ever more difficult context of an increasingly intricate legislative framework and a challenging criminal justice system with a progressively more combative defence industry.



However public expectation goes far beyond these challenges to a different style of policing to one that is **citizen-focused**. Evidence suggests that regardless of success on numerical targets the police service consistently fails

¹ *Confident Communities in a Secure Britain*. The Home Office Strategic Plan (2004-2008)

² *Closing the Gap: a review of the 'fitness for purpose' of the current structure of policing in England and Wales*, HMIC Denis O'Connor (September 2005)

³ "2010: a neighbourhood policing team in every community." *The Labour Party Manifesto (2005)*

to meet the high service standards that the modern world demands. The relatively new Customer Satisfaction Surveys illustrates the excellence of our staff, 89% of customers satisfied with initial contact, but also our organisational and systemic failings, 58% with follow up contact.

These issues go to the heart of public confidence in the police. We must reorient our work so as to meet public expectations as well as being technically proficient.

It seems to be an unavoidable conclusion that there is a very substantial **capability gap** between what the police service are currently able to deliver and what the public expects. Furthermore there is a need for us to change how we deliver policing in a **modernised, citizen-focused** service.

2. NEW OPPORTUNITIES – CITIZEN FOCUS AND THE LATENT CAPACITY IN POLICING

We have reached a point where the arguments for major Workforce Modernisation in the police seem inescapable. In recent years, several major reports have pointed at the need for change from different perspectives. These have included:

- *Modernising the Police Service*, HMIC (2004)
- *The Report of the Morris Inquiry*, (December 2004)
- *Government Green Paper - Building Communities, Beating Crime*, (November 2004)
- *Review of Police Disciplinary Arrangements Report*, Sir William Taylor, (January 2005)
- *The Police Service in England and Wales, Commission for Racial Equality*. (March 2005)

Although coming from differing perspectives, all these reports provide evidence highlighting a need to move away from the police service's current outdated employment framework. Forces across the country, some supported by specific Home Office funding, have begun to experiment with Workforce Modernisation within the current restrictions.

The Workforce Modernisation pilots have adopted a **straightforward approach** to achieve significant gains in efficiency and productivity. Work teams are reconfigured so the tasks completed are aligned with the individuals' capabilities (powers, expertise and skills); and then reflected in their pay. This approach termed 'Mixed Economy' addresses the current inefficiency of using highly trained police constables as a generic resource for the majority of tasks, even if they are administrative in nature. Instead, full use is made of a team of individuals with a range of skills, expertise and powers with tasks allocated to the most appropriate individual.

Pilots within policing areas of Neighbourhoods, Response, Investigation and specialist areas including custody have provided strong early indications of the potential benefits of Workforce Modernisation. The pilots have been developed with a thorough understanding of public expectations and the underlying business processes. Each has introduced a new mix of police

officers (constables and police support officers (PSO)⁴). The cost to the public of a constable can be **70% more** than that of a PSO, illustrating that the appropriate alignment of skills to tasks presents substantial opportunities to close the capability gap and meet public expectations. Illustrations of emerging success include:

- **Offender management and custody.** Northumbria Police have introduced an integrated Criminal Justice process by developing a range of complimentary Police Support Officer roles. By releasing police officers from custody and associated duties, a 7% increase in constable strength at the front line can be achieved. Performance has improved with higher file quality and timeliness, custody related complaints reduced by half, and sanctioned detection rates increased by up to 14%.
- **Volume crime investigation.** In Surrey Police a CID office has been transformed to improve investigation. The approach to investigation was reorganised to properly meet public expectation and the mix of staff altered to include 60% PCSOs working with constables in teams led by advanced detectives. This has delivered a **better service** (investigated 35% more crime, halved investigative delays and tripled follow-up with victims) and **improved results** (25% more offenders caught) with **greater efficiency** (at 25% less cost)
- **Major crime.** Humberside Police have reconfigured their Major Incident Rooms by employing Police Support Officers in key roles. This has improved quality, created increased capacity and almost halved costs (reduced by 43%). West Yorkshire has integrated investigative support officers and investigation officers into their Homicide and Major Incident Teams, again increasing capacity and significantly reducing overall costs.

Workforce Modernisation has been shown to support a number of other key policing targets:

- **Neighbourhood Policing.** Evidence from the ACPO/Home Office Neighbourhood Policing Project suggests **better service and improved results**; with an increase in public confidence in the local police and a reduction in concern over anti-social behaviour. Such benefits have been delivered by neighbourhood policing teams consisting of up to 75% PCSOs (depending on the local context). This is **more efficient** (20-30% less expensive) than only using constables.
- **Protective Services.** Some initial analysis following the *HMIC Closing the Gap* (September 2005) report suggests there is major potential provided by a Workforce Modernisation approach to the reconfiguration of Level 2 services. For example, significant improvements in capacity up to 27% for major crime investigation, 34% for tackling organised crime, and 14% for counter-terrorism⁵.
- **Diversity.** It is important to highlight that this 'Mixed Economy' approach to work teams produces significant gains in the drive to diversify the police

4 Police Support Officer is a generic term used in this paper to cover PCSOs and investigative support officers and others, some with police powers under the Police Reform Act, others without.

5 Projections for Workforce Modernisation – Briefing Paper. Surrey Police (2005)

workforce. For example, in the MPS PCSO recruitment 2005-2006 is predicted at 50% female and 35% Black and Ethnic Minority candidates. This significantly increases the diversity of the organisation as a whole. Such gains can be capitalised on through further recruitment into a greater number of 'Mixed Economy' teams.

The 'Mixed Economy' approach of using unwarranted, partially-warranted and fully warranted police officers, all working in a complimentary way, has the potential to unlock massive latent capacity and provide significant tangible benefits.

On top of the **better service** and **improved results, cashable efficiencies**⁶ present the opportunity to invest in key areas such as Neighbourhood Policing or Protective Services. Adding together increased performance and productivity, with cashable savings this illustrates there is **20% latent capability** locked up in the outdated employment rules and working practices of the police that could be liberated for public benefit.

It is perhaps not surprising that such potential benefits lie within the police given comparable experiences within both the NHS and the private sector. **The NHS**⁷ addressed its own capability gap to meet projected demand by reconfiguring its workforce. Role redesign enabled the provision of services that are 'better for patients and better for staff'. Such changes have demonstrated increased efficiency, productivity, improved patient care and more innovative problem solutions. **Asda**⁸ have accomplished recent success through a complete organisational change programme of both their workforce and business structures. From 1991 to 1999, they achieved an eight-fold increase in shareholder value. This success was achieved by emphasising organisational capability through business process reengineering whilst gaining employee trust and practicing continued investment in staff.

Building on this evidence and research ACPO have begun to develop a coherent understanding of what Workforce Modernisation in the police service entails.

The Objectives of ACPO Workforce Modernisation are:

1. The creation of a **flexible and dynamic employment framework** and
2. The creation of the **policing profession**.

Together these objectives will realise the following benefits so allowing the police service to deliver increased public value⁹:

6 *Review of Civil Procurement in Central Government*. Peter Gershon (1999)

7 *Creating a Patient-led NHS: Delivering the NHS Improvement Plan* (2005)

8 *Cracking the Code of Change*. Harvard Business Review. Beer & Nohria (2000)

9 *Creating Public Value: An Analytical Framework for Public Sector Reform*.

- Increased **performance**, productivity, visibility and impact
- Higher-quality **citizen-focused** policing
- Increased **efficiency** and thereby capacity and capability
- Creation of an environment that attracts more **diverse** high quality people and removes structural and cultural barriers both to entry and progression
- Increased **flexibility** to match resources to changing operational demands

3. THE BARRIERS TO CHANGE

There is one obvious question:

If there is such an enormous opportunity to deliver to the public 20% more and better policing, then why aren't we doing it beyond the pilots?

There is clearly nothing that prevents the police from reorganising work to give a better service. At the heart of the issue is a limiting employment structure. Some key components of the limitations are:

Outdated Pay Structure. Historic and divisive nationally agreed reward structures recompense longevity, rank and warranted status. These structures prevent rewards being based on the demands of the role, skills and abilities of the individual, performance delivery or regional recruitment market forces. With no incentive to specialise or professionalise, career ambition is directed narrowly to promotion and leadership roles rather than recognising development of outstanding or advanced frontline staff. This has a tendency to pull high skill officers out of where they excel, reducing continuity in key roles such as Neighbourhood policing.

Single entry point. The police service has inflexible recruitment practices preventing direct entry into higher levels or specialised areas regardless of proven skills and expertise. Such structures and inflexible pension provisions consequently focus police constable recruitment on the pool of people with potential rather than attracting a significant proportion with proven skills and knowledge. The service currently recruits, trains and rewards all recruits alike, whether they are more mature, highly paid, skilled and experienced fraud investigators or community development managers, or a 19-year-old school leaver. Two-year probationary periods and residential training courses create further barriers to recruiting significant proportions of the community.

Un-integrated Terms and Conditions. This is best illustrated by the PCSO who on successfully becoming a police constable has to resign from and rejoin the police and does not even have the ability to transfer pension provisions to their new role.

Resource Allocation Constraints. Restrictions as to how local Commanders and Chief Constables employ their resources constrain innovation and prevent tailored solutions to local policing problems. The drive

Strategy Unit, Cabinet Office (2002).

for police constable numbers enforced by the Crime Fighting Fund, limits the variety of roles available to those who do not hold fully warranted powers within policing, and results in highly skilled officers performing administrative tasks.

These barriers illustrate the restrictive and outdated workforce framework currently being operated. It is perhaps unsurprising that locked within this framework is so much waste and latent capacity. It is important in radical modernisation to have principles or ‘touchstones’ that both retain critical elements of policing and ensure they are creating the modernised police service that is desired. These principles when taken together will ensure that the Workforce Modernisation objectives are met.

Principles A modernised service must:		<i>What does this mean?</i>
Elements Retained	. Retain the Office of Constable at the heart of policing.	The Office of Constable is retained to maintain officers’ independence and discretionary use of coercive power.
	. Retain core operational competencies to maintain flexibility of deployment	The police service’s current strength of a flexible workforce that can be deployed with immediacy is retained. This resilience is achieved through an appropriate number of police officers regularly trained in a core set of operational skills enabling an immediate available resilience for critical incidents.
New Elements	. Be an integrated single mission service	No divisive distinction between police officers and police staff, allowing everyone to work together to provide a high quality policing service to the citizen.
	. Be able to deal effectively and efficiently with both crime volume and complexity	The police service workforce is appropriately configured most effectively and efficiently to provide public value ¹⁰ . An optimum balance is achieved of generalists with appropriate police powers to deal with volume crime, and specialists highly skilled in specific fields to deal with complex crime.
	. Reward and recognise skills, expertise, performance and learning	Skills and expertise are rewarded and recognised in the place of longevity and rank. A presumption of performance is made, with underperformance effectively and proactively managed. Continual learning and personal development are encouraged and supported.

¹⁰ *Creating Public Value: An Analytical Framework for Public Sector Reform*. Strategy Unit, Cabinet Office (2002).

	. Skills are matched to role and expertise is utilised to optimal effect	All individuals within the police service are utilised in roles that use their skills and experience to greatest effect. Clearly identified career paths allow people to develop their proficiency in a particular field of specialism.
	. Chief Constables have responsibility and accountability for delivery, with the opportunity to design and develop services around the needs of local communities	Chief Constables are accountable for performance, but have the flexibility to utilise their resources and workforce in the most effective way to be able to respond to the unique policing problems of the local area in a bespoke manner.

4. A COHERENT STRATEGY FOR WORKFORCE MODERNISATION

The critical missing component of success in police reform is a **coherent** approach to modernisation of the police workforce. The vision for Workforce Modernisation has been drawn from research of a number of sources including recommendations from previous independent reports, consultation with key ACPO business area leads (such as NIM and Neighbourhood Policing) and analysis of Workforce Modernisation pilot sites. These strands seek to provide a coherent picture of necessary components involved in Workforce Modernisation and how these will interlink to produce increased opportunity for both police officers and police staff through the creation of new and more varied roles.

The interdependent vision strands of Workforce Modernisation are:

1. Modernised Citizen Focused Services

The police workforce is reoriented to place the citizen's needs at the centre. Working practices and teams made up of individuals with a range of skills, expertise and levels of police power are shaped to ensure the best possible service for the citizen. Individuals are deployed to roles that most effectively match their specific areas of knowledge and experience. This provides the optimal quality of service to the citizen and a culture of customer service¹¹ delivery is engendered throughout the police service.

An appropriate number of police officers with a range of police powers are suitably qualified with a basic set of core skills to provide police resilience during critical incidents. Employment conditions for those both with and without police powers are flexible to allow immediate response to all policing challenges.

¹¹ Forces will implement a set of customer focused service standards, the 'Quality of Service Commitment' developed by the Home Office and ACPO, by November 2006.

This range of operational 'police officers' requires a more flexible approach to powers, perhaps one similar to that proposed for SOCA where some/all powers are designated by Chief Constables to officers with appropriate proven skill. This presents an opportunity to meet the growing public expectation for more speedy solutions to criminal and antisocial behaviour than the criminal justice system is able to deliver. Such advanced powers may include temporary Anti-Social Behaviour Orders or temporary suspension of driving licences with subsequent judicial scrutiny. Such strong powers would be allocated to talented officers with a proven track record of frontline policing. This enables officers to meet the high expectations of the public for immediate results and brings, with judicial checks, existing powers from the slow Criminal Justice System to the street where the public want them.

2. One Team – Modernised and Integrated Employment

The pay structure itself is reviewed to ensure performance and expertise is rewarded¹², rather than longevity in the organisation. A culture in which all individuals are valued¹³ regardless of their levels of police powers or area of specialisation is created. It is a meritocracy with fast-track progression and multipoint entry for those with a strong track record.

Employment terms and conditions are integrated and modernised for all police officers – i.e. constables and Police Support Officers. This facilitates greater movement between roles requiring different levels of police powers, and supports the concept of 'Mixed Economy' teams. Police Support Officers will require new terms and conditions (e.g. to deal with strike issues) that reflect the operational roles of non-warranted and partially warranted staff. The new approach must not put the public at risk.

3. Professionalisation

A new contract¹⁴ is created which rewards learning and expertise. Expectation lies with the individual to take responsibility for their own learning and personal development which is supported by the organisation. Greater opportunity is created for individuals to join the police service having attained relevant qualifications in both operational and non-operational police staff and police officer roles. Opportunities to specialise into core policing functions and business support are available. Direct entry opportunities allow specialists from other agencies to bring specific skills and knowledge into the police service at higher levels.

The current cost of training in the police service is estimated at over £400 million. This approach, rewarding those who are pre-qualified or develop themselves could result in as much as half of this money is saved. This provides money for appropriate rewards for advanced and highly qualified officers and to recruit more officers and increase capacity.

¹² *Building Communities, Beating Crime*, (November 2004)

¹³ *The Report of the Morris Inquiry* (December 2004)

¹⁴ 'The understandings people have, whether written or unwritten, regarding the commitment made between themselves and their organisation'. Rousseau (1995)

4. Leadership

The police workforce demonstrates leadership at all levels throughout the organisation. A clear understanding of leadership styles and their adaptation appropriate to the situation is shown by all and emulated throughout the police service. Leadership principles are centred on the citizen's experiences to develop public confidence and delivery of public value.

5. Freedom to Succeed

Chief Constables and Police Authorities are allowed the flexibility to take responsibility and accountability for performance delivery, and the opportunity to design and develop services around the needs of local people¹⁵. This realises increases in efficiency and delivery of citizen-focused policing. The delivery of Workforce Modernisation can vary in the context:

- a. *Staff Mix* - the degree to which the range from Police Support Officers to Advanced Constables is utilised, and the proportions deployed.
- b. *Specialisation* – the degree to which generalists with core competencies or technically advanced specialists are deployed.
- c. *Intensity* – the degree to which policing is delivered by a core establishment or by part-time or contingent workers targeted at times of peak demand or crisis.

Chief Constables operate within regionalised pay structures that reflect the role, skills and performance of individuals appropriate to regional market forces. Local flexibility is available for Chief Constables within forces to grant bonuses to reward high performance.

The current restrictive nature of the Crime Fighting Fund is revised to allow Chief Constables to more flexibly employ a 'Mixed Economy' workforce that meets the unique needs of the policing area. Chief Constables also have the opportunity to allocate appropriate levels of police powers to officers – see above.

Annex A provides a description of what a modernised workforce would look like in the context of major crime investigation. This example illustrates that the key elements of the Workforce Modernisation vision can be applied in any context to address the current capability gap and to deliver improved services.

Annex B provides a representation of a holistic view of a new workforce model. The diagram highlights the integration of various staff, multipoint entry and career paths through non-warranted, partially warranted and fully warranted positions.

There are currently a number of initiatives that address some aspects of Workforce Modernisation, for example the Home Office pilots and Neighbourhood policing. The ACPO Workforce Modernisation Vision builds upon this work by providing a coherent approach.

¹⁵ Following the election in 2001, 'flexibility' was one of the four principles that the Prime Minister set out as key to public sector reform.

The vision strands have significant **linkages** and **interdependencies**. Only through simultaneous implementation of the five vision strands can the full benefits of **better services, improved results and greater efficiency** be realised.

For example, to create the 'Mixed Economy' teams that provide *modernised citizen focused services*; a modernised framework of pay and conditions to allow greater integration of police officers and police staff must support these. Chief Constables must be allowed the *freedom to succeed* by having the flexibility to use these modernised pay and conditions to their full advantage through flexible recruitment options. To capitalise on individuals' potential a culture of *professionalism* that makes a presumption of performance and development must be created within the police service. Finally, talent that is recruited into the police service must be nurtured to receive full benefit through strong *leadership* at all levels of the organisation.

5. CONCLUSION

We have outlined the growing and intensifying public expectations and the **lack of capacity** in the police service to meet them. There is significant evidence that Workforce Modernisation is overdue and can make a major contribution to this challenge. Indeed, it seems that the consequence of continuing to manage within the existing constraints is a service 20% poorer than the public could receive for the taxation they pay.

The barriers are substantial. The police workforce model is outdated, inefficient and restrictive and tied up in it is this waste and latent capacity. Pilot schemes have already shown that enormous benefits can be realised through Workforce Modernisation.

A coherent plan is required and this paper is ACPO's draft proposal. However, much of what is required is challenging and sensitive. It appears that the simplistic political debate focused around police officer numbers is preventing the necessary approaches being fully developed and Government policy remains in many regards restrictive and inhibiting.

Structural Reform¹⁶ of the police service is currently being discussed as a means to address the merging challenges of policing in the 21st Century. ACPO supports the role of force mergers in reform. Although this initiative is doubtless necessary, it will not meet the full extent of the challenges and high expectations set by today's communities. Structural reform will not address the experience of the citizen. ACPO calls for an integrated programme of work that amalgamates the proposals for structural reform with that of Workforce Modernisation. In order to meet the policing challenges of the 21st Century modernisation not only needs to take place in terms of processes and

¹⁶ *Closing the Gap: A review of the 'fitness for purpose' of the current structure of policing in England and Wales*, HMIC Denis O'Connor (September 2005)

working practices¹⁷ and structures (Structural Reform) but these change programmes must occur in conjunction with a modernisation of the police workforce.

Reform in essence has three dimensions:

- **Improving Capability** – Operational Delivery Programmes such as Neighbourhood Policing and Bichard are improving the expertise and performance of the police service in key arenas
- **Improving Resilience** – Structural Reform is to underpin more robust protective services
- **Improving Capacity** – Workforce Modernisation will provide the additional capacity and professionalised approach that is essential to support Structural Reform and the Operational Delivery Programmes.

Success in Police Reform will only be achieved through a coherent programme of change. The police service is now faced with a unique opportunity to drive forward policing with an integrated approach, embracing the opportunities presented by both Structural Reform and Workforce Modernisation. By doing so, significant improvements in the capability of operational delivery programmes can be achieved.

¹⁷ Police service critical missions: Neighbourhood Policing, IMPACT programme, Level 2

A MODERNISED WORKFORCE – MAJOR CRIME INVESTIGATION

Workforce Modernisation provides the opportunity to examine all areas of business, disaggregate the tasks involved and employ a different staff mix to complete those discrete tasks in the most efficient and effective manner. Certain capabilities, such as homicide and major crime, involve some work that is highly technical and requires officers with specialist policing expertise and skills. However much of the work is of a lower level and administrative, and does not require this specialist knowledge. Such areas of the business have traditionally been populated by highly skilled detectives, completing the full range of tasks involved, from mundane to technically demanding.

With a new flexibility of staff mix, individuals perform work appropriate to their skills and abilities with **highly skilled officers concentrating their efforts on high skill/high expertise tasks**. Detective constables fulfilling this role are able to hone their investigative professionalism in areas such as interviewing of suspects and taking significant witness accounts, with the potential to also perform the traditional HOLMES reader and action allocator roles.

Police Support Officers (PSO) can be trained and, as necessary, designated with partial police powers. This designation allows them to perform less specialist tasks that still require particular powers; including the searching for and seizure of evidence and the swearing of specific search warrants. Investigating Support Officers (ISO), whether designated or not, can be trained to take statements, ensure exhibit continuity, conduct house to house enquiries and view CCTV footage.

Specialists will also be found in a number of roles, for example, 'advanced constables' **directly recruited** for their existing skills, previous experience and **prior accreditation**. Those with financial backgrounds given some additional police training and designated powers are able to work as detectives in financial investigation. Whilst qualified analysts can be employed to work within the protective service arena.

Police staff, recruited on the strength of their potential to develop appropriate skills will be trained, for example, in surveillance or as HOLMES indexers. Dedicated and motivated police staff, with previous administration experience, provide administrative support, allowing this support function to be performed in an **efficient and professional** manner.

Such **disaggregation of tasks** followed by the matching of discrete tasks to appropriately trained and skilled individuals increases the capacity of such teams to deal with greater volumes of work. The capability of the team is increased through the **professionalisation** of its entire workforce at whatever level of specialisation they perform.

The **reformed pay and reward system** allows the police service to attract and retain these individuals, ensuring they are rewarded commensurate with their skills and the demands of the role. Local **pay flexibility** allows staff

required to work long and difficult hours in varying locations to receive appropriate remuneration.

The restructured **career pathways** allow individuals (both officers and police staff) with expertise to progress both laterally and vertically whilst staying within this arena. Individuals do not need to move away from their specialist discipline in order to achieve promotion. Investment in training and specialist skills are not lost as staff are promoted within the arena, ensuring that **leadership potential** of individuals (both officers and staff) can be properly realised. Direct recruits to this arena receive broad initial training within the sphere before their role-specific specialist training. There will be no need for officers to be initially trained and work as generalist, omni-competent officers. The use of partially warranted officers and designated powers will allow personnel within the organisation to take on different roles as their career progresses.

Advanced constables or specialist police staff can be given **additional powers** within a more responsive framework. This could include the immediate power to freeze assets by financial investigators or in urgent cases the ability to give oral authority to conduct surveillance for a limited period. **Increased autonomy** will allow chief officers to deploy the range of appropriately skilled and empowered staff to meet the demand of each protective service, ensuring that capacity and capability of the function is maximised.

