



**Police Now Insight Briefing
External Secondments in Policing**

Abstract

This paper has been designed to draw connections between the existing research and current police practice regarding secondments. Informing this are the key findings from qualitative research conducted by Police Now exploring participant and host experiences of external secondments. The paper gives an outline of the structure of Police Now secondments and their importance to the National Graduate Leadership Programme (NGLP). It is then followed by an explanation of the research aims, methodology and sample, with an overview of the existing literature given. Finally, the key findings of the research are presented. Central to these findings, we learned that time spent on secondment actually consolidated participant desire to remain in policing. This emphasises a significant value to policing as secondments also resulted in the expansion of individual skills, experience and knowledge which participants were keen to bring back to force. Whilst there remain significant challenges to the implementation of secondments and knowledge exchange within policing, the results of this research prove promising for the police service.

Introduction

Secondments in Policing

Increasingly, secondments are becoming part of the wider landscape of police professionalisation. In the [Policing Vision 2025](#), external secondments were identified as a development mechanism to help the policing workforce to address existing and emerging crime threats. This is by helping officers gain additional experience and knowledge in using resources effectively, capitalising on special capabilities, developing a more business-focused delivery of service and improving digital policing skills and capabilities. Despite this, in the context of policing, there is currently a void in evidence on secondments and a lack of robust evaluations which measure the value of secondments in aiding police professionalisation, particularly for those entering the service. Here lies the motivation and need for this research.

Police Now Secondments

During the second year of the Police Now NGLP, participants are given the opportunity to undertake an external secondment with a partner organisation and/or an internal attachment with a specialist unit within their police force for up to four weeks. The secondment process aims to provide participants with the opportunity to experience professional life outside of the police service, work with external partners, bring new skills and learning back into force and contribute to our objective of bringing policing and society closer together. It is Police Now's view that a greater understanding and closer working relationship with other sectors will lead to better collaboration, opportunities for knowledge

exchange, improved confidence in the police and, ultimately, more effective policing. Since 2015, 110 participants (across Cohort 1, 2 and 3) have completed an external secondment as part of the NGLP. A further 122 participants, from Cohort 4, are due to complete external secondments in 2020.

Methods

Research aims

The aim of this research was to answer the following questions:

- What is the value in seconding police officers to external organisations for all parties concerned, including the public?
- What are the limitations of implementing secondments from a policing perspective and in what ways is this understood by the host organisation?
- What does a 'best practice' secondment look like in the context of policing?
- How do secondments support the development of police officers?
- What are the opportunities for knowledge exchange between policing and other sectors provided by external secondments?

Methodology

A mixed methods approach was used to address these questions. We began data collection with an online survey which was distributed to all participants who had completed a secondment. This was completed by the participants voluntarily, achieving an excellent response rate of 56% (n=40/76). To complement this, we conducted in-depth telephone interviews with 16 Police Now secondees and seven host organisations.

Sample

Our sample for the survey consisted of Cohort 3 participants who had completed their secondment in their respective organisations. The sample for the interviews was therefore drawn from those who had stated in this survey that they would be happy to participate in further research conducted by Police Now. As such, this gave us a pool of participants whom had approved research participation, resulting in a total of 16 participants for the interview stage¹.

¹ All participants in the sample gave their consent to participate in the research which includes the use of anonymous verbatim comments being used in PNHQ reports. Participants were approached by Police Now, provided further information and clarity on the research and asked to return a complete consent form before completing a telephone interview with Business Development Officer, Zoe Bannon.

Police Now Participants

Overall, a total of 40 participants completed the survey and 16 participants took part in the research. The interview sample is made up of eight female and eight male Cohort 3 participants who had completed their secondments. Ten of these secondments took place in the public and third sector. The remaining six secondments took place in the private sector.

Participants were identified through a mixture of purposive and convenience sampling methods. Some participants were identified as they had already expressed a willingness to take part in future follow up studies surrounding their secondment experience in the 'Secondment 'Recap and Reflect'' survey. Others were identified based on a criterion of appropriate sector for our quota and having completed, or would have completed, secondment by the time of data collection.

Participants engaged with a variety of work whilst on secondment which differed according to organisation and sector. However, broadly speaking, there were two types of secondment undertaken by Police Now participants on the secondment. For some, their secondment included more strategic project-based work, which required them to dedicate their efforts to producing a final review or report on an assigned topic. For others, secondment placements were more operational in nature, allowing them to interact first-hand with service providers and users.

Hosts

Similarly, to the participant sample, a mixture of purposive and convenience sampling methods was used to ensure a representative sample of both public and private sector organisations. The sample of secondment hosts consist of seven contacts; four from private sector organisations and three from public and third sector organisations.

Existing Literature

A review of the existing literature on secondments, both within the policing sector and beyond, was conducted. This review began by looking at secondments more generally in the workplace, which highlighted healthcare as being a sector which has greatly benefitted from secondments. According to the existing literature, a particular benefit of secondments in the healthcare sector is the exchange of knowledge and the development of skills and expertise among personnel. This was situated against a backdrop of challenges to secondments within the wider context of austerity, which typically concern issues of evaluation and resource management across the health service.

Although there is less research relating to secondments in policing, there is some evidence that similar benefits and challenges to secondments exist between the police and health service. This is supplemented by a large amount of literature produced by the College of Policing, the Police Advisory Board for England and Wales, the National Police Chief's Council and the Association of Police and Crime Commissioners, which has sought to provide practical guidance on completing secondments in policing. This practical evidence places much emphasis on the growth of workforce diversity in regard to experience, skills and knowledge, whilst also highlighting the development of business acumen. This literature situated secondments within the police professionalisation debate arguing that secondments allow for career flexibility, relationship development and more effective response to changing demand.

According to the literature then, the purpose of secondments for policing is predominantly concerned with providing a tool for officers to develop their skillset. This is to enable the police to adapt to a changing crime landscape and respond to an increasing public demand. However, as demonstrated by two examples of secondments within policing from [Porteous \(2011\)](#) and [Vo \(2018\)](#), secondment opportunities often remain unadvertised, unknown and misunderstood among officers.

A more comprehensive summary of the literature review which informed this research can be found in the Appendix.

Key Findings

There were several outcomes of this research which have provided a unique insight into the value of external police secondments. In relation to participants, the findings suggest that secondments not only offer a fresh perspective and a chance to expand their skillset, but they also instil the notion of career flexibility at a time when police recruits are less likely to consider policing as a 'job for life'. Additionally, for hosts, the chance to obtain police-related knowledge and understanding was a valued and much appreciated opportunity to inform the work that they do.

The key findings of our research are summarised below, in three sections:

- 1) The value of secondments in policing
- 2) What 'best practice' secondments look like in the context of policing, and
- 3) The challenges to implementing secondments within policing

Key Finding

Analysis

Quotes

1. The Value of Secondments in Policing		
<i>The secondment solidified participant desire to stay within policing.</i>	<ul style="list-style-type: none"> Work completed on secondment reinforced participants passion for policing. 	<i>"I want to work in counter terrorism more than I ever have before. This secondment motivated me to develop my career and chance any opportunities for learning and further training."</i>
	<ul style="list-style-type: none"> Participants returned to force even more eager to make a difference to communities. 	<i>"When you come back you feel more incentivised and motivated. I certainly felt more motivated to do the job."</i>
	<ul style="list-style-type: none"> Participants returned with an understanding of how the police could work differently to strengthen partnerships and challenge perceptions of policing. 	<i>"It has inspired me to review my current Neighbourhood Team's involvement with voluntary organisations and engage with young people to get around the stigma attached to Police Officers."</i>
<i>There is a stronger appetite among host organisations to partner with the police on future external secondments.</i>	<ul style="list-style-type: none"> Officers bring enthusiasm to the host organisation which inspired the teams they worked with. 	<i>"They brought so much energy and enthusiasm."</i>
	<ul style="list-style-type: none"> Hosts were keen to recommend or re-partner with the police. 	<i>"I would encourage other organisations to take on police secondees. They've been valuable, they're good people and I've been very impressed by those we've had."</i>
	<ul style="list-style-type: none"> Hosts recognised the transferable skills of officers and the value they can bring to their business. 	<i>"I've been exploring further future opportunities and people are quite keen and would benefit from having a police officer in and looking at what the placement could bring to their part of the organisation as well."</i>

<p><i>Host organisations developed a much-appreciated understanding of community policing and the issues facing the police.</i></p>	<ul style="list-style-type: none"> Police Now participants helped improve the organisations' understanding of community policing. 	<p><i>"They gave the whole team a better understanding of community policing, opening our eyes to the issues they are dealing with and how connected the issues [host organisation] currently deal with are to policing."</i></p>
	<ul style="list-style-type: none"> Participants had the opportunity to communicate and share policing knowledge with all levels of the host organisation, including senior leadership and external stakeholders. 	<p><i>"For the first week, what [host organisation] wanted us to do was design a proposal that we'd be able to share with senior leaders within policing as well as other companies who might benefit from this - so I was dealing with stakeholders, CEOs and senior leadership."</i></p>
	<ul style="list-style-type: none"> Secondments provide a basis for mutual appreciation and collaboration between external organisations and the police to address key issues in society. 	<p><i>"There's loads of value in what she's doing, and we've got people who are going to want to take that work that she's done for consideration."</i></p>
<p><i>Participants brought a range of specific skills, experience and knowledge back to force that strengthened core skills that underpin the principles of neighbourhood policing.</i></p>	<ul style="list-style-type: none"> Participants recognised a development in their business acumen. This included project management and delivery, consultation, motivational modelling, different problem-solving techniques and partnership building. 	<p><i>"They gave us an input on top-down thinking - It's a clear way to strategize and come up with something which I found really novel and it's really beneficial to me because I apply that to everything and it makes all of the ideas that I have much more streamlined."</i></p>
	<ul style="list-style-type: none"> A holistic understanding of the agencies and decisions which influence policing was also developed by secondees. 	<p><i>"It's helped me to understand how the decisions are made that affect policing - what goes on behind the curtain - and I think that's influenced the way I think about my job."</i></p>
	<ul style="list-style-type: none"> Participants noted an increase in their confidence using legislative powers. 	<p><i>"I felt really empowered to use more tactical options and use more intuitive covert methods that I never would have considered using before, just because of all the people that I spoke to and seeing it being used in different ways."</i></p>

2. Best Practice Secondments in a Policing Context		
<p><i>A best practice secondment involves project-based work that is related to their role as a neighbourhood police officer.</i></p>	<ul style="list-style-type: none"> Project-based work gave participants something to work towards within their four-week placement. 	<p><i>"I like that we had a project to work on and we weren't just shadowing...I wanted it to be something where I can do it myself."</i></p>
	<ul style="list-style-type: none"> Structure and guidance were key sources of motivation. 	<p><i>"At least there was something that you were driving to, like an ultimate goal. I think that was really important."</i></p>
	<ul style="list-style-type: none"> Work that was related to their role as a neighbourhood police officer was also something that was highlighted as constituting a best practice secondment as it meant they could take their learning back to force. 	<p><i>"If people are in neighbourhood policing, they want to get skills that would help them in neighbourhood policing but also, they want to impart knowledge that is relevant to neighbourhood policing."</i></p>
<p><i>For hosts, a best practice secondment includes a secondee who has a positive attitude and strong skillset that can contribute to their organisation.</i></p>	<ul style="list-style-type: none"> Police officers can bring unique skills to other sectors. 	<p><i>"Police Now participants really do stand out. They are good, they're that much further on in knowing how to work, and they're thoughtful people."</i></p>
	<ul style="list-style-type: none"> This includes the unique insights into various law enforcement approaches, ways of thinking and understanding of certain issues. 	<p><i>"Their attitude, motivation was really refreshing and positive...They were given a challenging, difficult task and asked to turn around a response and point of view within a week. Their responses really helped clarify our thinking and they posed some more questions we need to consider when developing potential solutions on these issues."</i></p>
	<ul style="list-style-type: none"> Consequently, officers with an open-mind, positive attitude and strong skillset are valued highly by host organisations. 	<p><i>"If they're open, willing to learn, enthusiastic and passionate, that is just everything you want."</i></p>

3. Barriers and Challenges to Implementing Secondments		
<p><i>Availability of resources pose a challenge to the implementation of external secondments.</i></p>	<ul style="list-style-type: none"> Many participants spoke of the issues their policing unit experienced as a result of them completing a secondment. 	<p><i>"We're below what we can be legally working at the moment. I think it might be hard for the immediate line managers to see the value in it, unless my line managers and senior management team are properly briefed on what my secondment's actually going to be."</i></p>
	<ul style="list-style-type: none"> For many, their secondment meant that there were no neighbourhood officers on their ward for the period they were on secondment. 	<p><i>"Unfortunately, I think it was a bit hard for my ward because the other DWO had gone off sick, so during my period, there were two weeks without cover for my ward which is not great because there's only two police officers per ward with the current resource."</i></p>
	<ul style="list-style-type: none"> All participants recognised this as a challenge of secondment and a reason for forces not encouraging them within force. 	<p><i>"It's very much a resourcing issue. For some officers, it'll probably be a challenge to convince their line managers and supervisors that it's of a benefit, not just to them personally but to the wider force."</i></p>
<p><i>An absence of formal process exists within the police for officers to share their learning upon returning from secondment, limiting the wider impact potential of secondments.</i></p>	<ul style="list-style-type: none"> Upon their return, participants were unable to distribute the knowledge and skills they had acquired throughout force due to there being no formal channels to do this. 	<p><i>"If there was a proper channel to share what you've learnt, then there could be benefits to policing, but I don't think there are any at the moment."</i></p>
	<ul style="list-style-type: none"> This was balanced with a recognition that many colleagues did not care for their experiences or skills gained whilst on secondment, which supports the reported lack of interest in secondments according to the literature. 	<p><i>"My secondment was absolutely epic, but the response upon my return back into police, was like no-one cared. No-one cares about you going."</i></p>
	<ul style="list-style-type: none"> Consequently, the benefits of secondments in the form of knowledge exchange are not wholly realised. 	<p><i>"Because it's a project that I want to take further, I think...trying to get it to other forces will be a lot more difficult and that's where sharing becomes more problematic."</i></p>

Limitations and Further Research Recommendations

This research gives us valuable insight into the benefits and limitations of external secondments in policing from the perspective of Police Now participants and host partners, however there are some perspectives which we were unable to empirically explore further. We recognise that a significant omission in this research on external secondments in policing is the perspective of forces. If we are to learn more about external secondments and their relationship to the development of the police service, it is important to recognise the views of those in management roles in order to understand how secondments are currently understood within force. Further research in this area would benefit from incorporating force perspectives on secondments into analysis, thereby gaining a more comprehensive understanding of the role of external secondments in the professionalisation of the police service and views towards this in-force.

Next Steps

Following on from this research, we will be working to feature these key findings in Police Now’s Impact and Insight Report 2019/2020 as well as developing the research to form an academic paper for publication.

Contact

For further information on this research, or to share any thoughts or ideas you might have, please contact Freya, Research and Insights Coordinator within the Police Now Strategy and Insights Team. If you would like any further information about Police Now secondments, please contact Zoe, Business Development Officer within the National Partnerships and Policy Team.

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Appendices

Appendix 1: Literature review

Title	Summary	Secondments in policing	Value of secondments	Challenges of secondments	How this has informed our understanding of secondments within policing
Barkworth, R. (2004) <i>Secondments: A Review of Current Research. A Background Paper for IES Research Network Members.</i> Brighton: Institute for Employment Studies.	From an exploration of the existing research on secondments, Barkworth concludes that much of the evidence is based on anecdotal and case study examples. This is useful to research in terms of mapping out data and highlighting areas for further research. Ultimately, the benefits of secondment include the exchange of knowledge between professionals.		Knowledge exchange; Development of skills and expertise.	Systematic evaluation.	This highlights to us that the evaluation of secondments is a challenge not limited to the police. It reinforces the fundamental purpose of our secondments programme which is to exchange knowledge between organisations, thus developing skills and expertise within hosting and seconding organisations.
Cheseldine, S., Brown, M., and Wilkie, F. (2010) 'Secondment as a Means of Practice Development for Community Learning Disability Nurses with Children', <i>Nurse Education Today</i> , Vol. 30. Pp. 692-696.	Secondments were identified as an appropriate means of facilitating learning as long as it is demonstrated that practitioners apply new knowledge obtained to the work environment with a focus on practice within a theoretical and reflective framework. Motivation was identified as key to experiential learning.		Practical development; Knowledge exchange; Development of skills and expertise.	Resources; Time pressures.	This article has demonstrated that the application of learning and knowledge obtained from a secondment to workplace practice is vital for success in a secondment. This assessment should be done in a reflective capacity with input from a range of stakeholders.
Hamilton, K. and Wilkie, C. (2001) 'An Appraisal of the Use of Secondment Within a Large Teaching Hospital', <i>Journal of Nursing Management</i> . Vol. 9. Pp. 315-320.	This appraisal of secondments within a healthcare context identify secondments as an opportunity for the development of skills and knowledge, career progression and strategic understanding. Despite this, there remains high risk concerning the management of an absent employee for services under intense scrutiny and workload pressure.		Knowledge exchange; Development of skills and expertise.	Uncertainty; Workplace culture; Reduced workforce.	Understanding secondments from within the public health sector can help us to understand the benefits and barriers to the implementation of secondments within other public sector organisations. This article therefore highlights the potential experiences and outcomes of external secondments due to the nature of the police as an organisation.
McElwee, B. (2018) 'Secondments for Systems Change', <i>British Journal of Mental Health</i> . Vol. 7(3). Pp. 105-107.	This article argues that systemic change, which in this case are needed to create a recovery-oriented mental health system, can only derive from a shift in cultural attitudes and behaviours, increased partnership working and greater exposure to different ways of working.		Knowledge exchange; Systemic change.	Duration; Evaluation; Motivation.	The argument in this article is, again, concerned with healthcare, however there are important take away messages for the police concerning how ideological and cultural changes can be stimulated - within organisations that are repeatedly exposed to systemic issues in society - as a result of the experiences and perspectives gained from individuals on secondment.

<p>O'Donoghue Jenkins, L. and Anstey, K. J. (2017) 'The Use of Secondments as a Tool to Increase Knowledge Translation', Public Health Research and Practice. Vol. 27(1). Pp.1-4.</p>	<p>This case study examination identifies that knowledge translation between researchers and government departments can be facilitated by secondments. Enablers to this include support and flexibility, existing relationships and a culture which valued the use of research. Barriers include the lack of a planned secondment which accounted for outcomes and a lack of evaluation.</p>		<p>Knowledge exchange.</p>	<p>Evaluation; Lack of planning.</p>	<p>This research reinforces the importance of knowledge exchange and evaluation when conducting and completing secondments. Having a specific output which is expected from the secondment provides an ideal way in which to ensure there is work available to the secondee as well as measuring their success.</p>
<p>College of Policing (2015) Leadership Review. Available at: https://www.college.police.uk/What-we-do/Development/Promotion/the-leadership-review/Documents/Leadership_Review_Final_June-2015.pdf [Accessed: 5th March 2019].</p>	<p>Due to the value external secondments can offer in terms of leadership capability, officers and staff are encouraged to undertake a secondment before taking a chief officer post. This facilitates a diversity in background, experience, thinking and perspective amongst senior leadership which can lead to positive cultural change.</p>	<p>Strong support among stakeholders; Opportunity limited to senior ranking officers.</p>	<p>Leadership development; Diversity.</p>		<p>Identifying where the value lies in external secondments from a policing perspective is important to understand how this value can be translated into our own secondment programme. Leadership development and diversity is equally important in our intentions for the secondment programme which allow participants to become leaders by example through the experience and knowledge they externally obtain.</p>
<p>College of Policing (2016) Supplementary Guidance for Police Officers and Staff on Secondment. College of Policing – Police Innovation Fund Scheme 2016-2017. Available at: https://www.college.police.uk/What-we-do/Development/Promotion/Documents/Secondment_guidance_V1.5.pdf . [Accessed: 10th Dec 2018].</p>	<p>This document provides guidance to secondees, forces and host organisations as to the management of secondments under a pilot scheme. The College, in partnership with MPS, secured funding from the Home Office Police Innovation Fund to reduce the cost of taking on a secondee for a host organisation. In a bid to improve policing, the police service is aiming to increase the number of relationships with external partners. Key objectives include; building a brand image of policing that instils partners with confidence, bringing skills developed back into policing, evidence best practice and develop a network of external partners.</p>	<p>Career flexibility; Relationship building; Professionalisation of the police service.</p>	<p>Leadership development; Diversity.</p>		<p>This document highlights to us the key objectives that the police had for secondments. This does not differ to our own objectives i.e. we also aim to identify best practice, develop participant skills which can be brought back to the police service and generate more external partnership work. However, taken with the other documents from the College concerning secondments, this provides the initial intentions for the secondment pilot programme.</p>

<p>College of Policing (2018a) Leadership Review: Progress Summary Autumn 2018. Available at: https://www.college.police.uk/What-we-do/Development/Promotion/the-leadership-review/Documents/Leadership_Report.pdf [Accessed: 8th March 2019].</p>	<p>In order to provide a structure of "entry, exit and re-entry points to allow career flexibility", a secondment pilot has been completed and evaluated whilst securing a network of external secondment partners and guidance for forces. The College plans to expand this further to all forces via the Senior Leaders Hub.</p>	<p>Career flexibility.</p>	<p>Diversity.</p>		<p>This again reiterates that the police's focus is on extending secondment opportunities to officers of a senior rank for the purposes of leadership diversity and career flexibility. Understanding this gives us some idea of the various in-force challenges that participants going on secondment may experience.</p>
<p>College of Policing (2018b) Professional Placement Toolkit: Insights, Attachments, Secondments and Exchanges. Available at: https://www.college.police.uk/What-we-do/Development/professional-development-programme/Documents/C82510118_Professional_Placements_eToolkit_010218.pdf. [Accessed: 5th March 2019]</p>	<p>Secondments form an important part of the strategic development of workforce transformation within the police as it provides staff with the opportunity to develop skills, powers and experience necessary to meet challenging requirements. This includes the development of technology and business practice skills. Additionally, secondments are defined in terms of a 6+ month placement with a partner organisation.</p>	<p>Part of Policing Vision 2025.</p>	<p>Development of knowledge, skills and expertise; Diversity; Broaden professional network.</p>		<p>Secondments within policing are being developed and promoted for a specific function; this being the diversification of the workforce in terms of skills, experience and knowledge to address the changing nature of crime and challenges facing the police. Aligning these drives and motivations to our own are important in understanding how participants engage with secondments and how they are perceived by their colleagues.</p>
<p>College of Policing (n.d.) Secondments: Bringing Unique Policing Skills into Your Workplace. Available at: https://www.college.police.uk/What-we-do/Development/Promotion/Documents/Secondments_brochure.pdf [Accessed: 10th Dec 2018].</p>	<p>This piece of literature from the College of Policing advertises to external organisations the benefits of seconding police officers. Such benefits include the opportunity to tap into the unique skillset of a police officer. Additionally, reasons for the police service wanting to second senior police officers and staff include the opportunity to exploit the benefits of technology and good business practice.</p>	<p>Senior ranking police officers; Relationship building.</p>	<p>Development of technology; Development of good business practice.</p>		<p>The focus remains on giving officers of a senior rank the opportunity to partner with external organisations and complete a secondment, the idea being that these officers present the 'brightest and best' policing has to offer to potential external partners. Important to remember is that PN participants also represent the 'brightest and best' in policing.</p>

<p>Police Advisory Board for England and Wales (2013) Guidance on Police Officer and Staff Secondments. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/273565/Guidance_on_Police_Officer_and_Staff_Secondments.pdf [Accessed: 10th Dec 2018].</p>	<p>This document provides advice and information for home forces and secondees to ensure an effective and beneficial secondment. This is set in the context of policing strategic objectives to improve the police service and workforce in the 21st century. Secondment are recognised as a tool for employee and organisational development with regards to skills, knowledge and experience.</p>	<p>Professionalisation of the police service.</p>	<p>Knowledge exchange; Development of knowledge, skills and expertise; Diversity.</p>		<p>As one of the earlier pieces of secondment literature from a policing perspective, this document allows us to understand how the motivations for and priorities of secondments have become more focused over the years. For example, key focus of later secondments literature highlights senior ranking officers as being the ideal secondee, whilst this document does not ascertain this.</p>
<p>NPCC and APCC (2016) Policing Vision 2025. Available at: https://www.npcc.police.uk/documents/Policing%20Vision.pdf. [Accessed: 26th February 2019].</p>	<p>This document sets out the plans that the NPCC and APCC have for policing over the next 10 years in order to adapt to a modern world. Ultimately, this involves transforming the workforce to address emerging and inherent crime, using resources effectively, capitalising on special capabilities, developing a more business-focused delivery of service and improve digital policing.</p>	<p>Professionalisation of the police service; Response to changing demand.</p>	<p>Development of knowledge, skills and expertise; Development of good business practice.</p>		<p>Though this document does not directly reference secondments, existing literature would support the argument that many of the motivations for the NPCC and APCC's policing vision identify many areas in policing that would benefit from the knowledge, skills and experiences brought in from external secondments.</p>
<p>Heslop, R. (2011) 'The British Police Service: Professionalisation or 'McDonaldization'?', International Journal of Police Science & Management. Vol. 13(4). Pp. 312 - 321.</p>	<p>Heslop argues that policing is becoming increasingly professionalised and is gearing towards a more modernised, reformed and performance-based service. As a result of developments in contemporary British policing, the police service has become a 'McDonaldised' institution given the focus on calculability, efficiency, predictability and control.</p>	<p>Professionalisation of the police service.</p>	<p>Development of knowledge, skills and expertise; Development of good business practice.</p>		<p>The McDonaldisation of the police service is a renowned theory within academic policing literature. Regardless of to what extent this theory is accepted by other academics and police personnel, it is interesting to see how secondments align with this wider professionalisation of the police service. Indeed, the appetite for a developed business acumen in the police is symbolic of a changing police service which external secondments can help drive, through the expansion of knowledge, skills and expertise.</p>

<p>Hitchcock, A., Holmes, R and Sundorph, E. (2017) 'Bobbies on the Net: A Police Workforce for the Digital Age', Reform. Available at: https://reform.uk/sites/default/files/2018-10/Reform_Bobbies_on_the_net.pdf . [Accessed: 5th February 2019].</p>	<p>In a digital world, crime is constantly changing, and a force is only as good as its officers and staff. As their greatest asset, providing officers and staff with the technology, skills and support to meet demand is both the greatest challenge and opportunity for the police service. Increasing secondment numbers, up to an extra 1,500 officers and staff is recommendation 6 of the report.</p>	<p>Response to changing demand.</p>	<p>Leadership development; Development of technology.</p>	<p>Unknown and unadvertised.</p>	<p>Encouragingly, a desire to invest in policing staff means that secondments are at the forefront of transformational thinking regarding the police service. Secondments will allow for a more diverse skillset within force, thus enabling intuitive responses to changes in demand due to the experiences gained from external organisations. This, however, is limited by a lack of awareness of secondment opportunities, a result of them not being advertised in-force.</p>
<p>Porteous, D. (2011) 'Good Cop, Polish Cop: Findings from an Evaluation of the Secondment of Two Polish Police Officers to Work with the Metropolitan Police Service', Safer Communities. Vol. 10(2). Pp. 32-41.</p>	<p>This article recalls the experiences of two Polish police officers who completed a three-month secondment with the MPS. Though initiated to improve MPS service to the local Polish community, effective information-sharing concerning Polish offenders proved to be the main outcome of the secondment. The initiative demonstrated the value of collaboration and the exchange of knowledge.</p>	<p>Example of internal secondment.</p>	<p>Knowledge exchange (informal and formal).</p>	<p>Initial communication problems and cultural differences.</p>	<p>Focusing on internal secondments, this case study highlights the importance of outcomes from a secondment; this is what proves the value of secondments in policing. In this case, it was the exchange of information and intelligence which benefitted both parties in their work. This not only overcame organisational differences but contributed to the development of a network of partners which can be drawn upon during later cases.</p>
<p>Vo, Q. T. (2018) 'Discussion Piece: It's not Just Time Away: The Value of Secondments in Policing', Thames Valley Police Journal. Vol. 1. Pp. 69-76.</p>	<p>In this article, Detective Sergeant Vo describes his experiences on a six-month secondment with The Open University. As a result of his experience, he argues that external secondments have the potential to prevent the institutionalisation of officers, to generate a 'learning culture' in force and change the hierarchical culture of the police service. Compounding this is the lack of resources available to police services that prohibit secondment opportunities and the lack of interest among officers to complete a secondment during their time with the police.</p>	<p>Example of external secondment.</p>	<p>Knowledge exchange; Development of knowledge, skills and expertise.</p>	<p>Resources; Lack of interest; Colleague perceptions; Targeted towards senior officers.</p>	<p>Understanding, from a serving officer's perspective, the benefits and challenges involved in a secondment highlights the realistic experiences that our participants may also face on their secondment. Vo's honest account of his experience demonstrates that there is an appetite for external secondments on the ground. Additionally, there are further challenges illuminated in this article which can only come from a personal account of secondment. This includes a lack of interest and misconceptions about secondments among colleagues.</p>