

## Chapter 3: Reshaping the structures and the organisation of police forces

Figure 15: Definition of operational frontline, operational support and business support

Operational front line		Operational Support	Business Support
Response	Custody	Coroner's Officer	Communications/IT/ Audio
Neighbourhoods	Enquiry/Station	Operational Planning	Corporate Development
Community Safety/ Relations	Local Commanders	ACPO and Directors	Finance
Probationers Year 1	Traffic Wardens	Departmental Heads	Personnel/Human Resources
Traffic	HOLMES Unit	Criminal Records Office	Press and Public Relations
Dogs	Crime & Incident Management	Criminal Justice Units	Property
Firearms - Tactical	Technical Support Unit	Intelligence	Staff Associations
Mounted	Asset confiscation	Fingerprint/ Photographic	Buildings
Air	Burglary	Staff Officers	Drivers
Firearms/Explosives	CID	Complaints and Discipline	Catering
Marine	CID Specialist Crime Units		Stores/Supplies
Underwater	Drugs		Training
Surveillance Unit	Fraud		Other Admin/Clerical
Ports	Hate Crime		Vehicle Workshop/ Fleet
Special Branch/ Protection/ Immigration/ Nationality	Vehicle Crime		Welfare - Occupational Health and Welfare
Child/Sex/Domestic/ Missing Persons	Vice		
Scenes of Crime	Control Room (Call Handlers)		

Note: Function names relate to the functional data collected as part of the Home Office annual data requirement (ADR601) workforce data collection. The functional classification "62. Other" is not counted anywhere within the model.

While it is important that forces protect their crime-fighting capacity, this does not (of course) mean that a force could or should have its entire workforce in frontline roles. To have a functioning and effective police force, parts of the organisation need to provide both operational and business support to the front line.