

**Special Constabulary
National Strategy
Implementation Advice**



Executive Summary – National Strategy

The Special Constabulary is a part-time, volunteer body consisting of officers with full police powers. Officers are available mainly in the evening and at weekends except in times of emergency. It has a long and impressive history and has recently benefited significantly from increased interest and investment.

Numbers have grown over the past two years with considerable direct support from the Home Office, and this represents a major success for the Home Office decision to provide ring-fenced funding for the Capacity Growth Initiative. At the end of March 2007 the numbers were 14,021, or about 9% of the number of full time equivalent regular officers.

The Special Constabulary is far more representative of the community than the Regular Police Service – not only by gender and ethnic background but by socio-economic group. Recruitment is further strengthening diversity, but even at this point 32% are female (compared with 21% for regular officers) and 6% are from ethnic minorities (compared with 3.5% for regular officers). The Special Constabulary is therefore an excellent bridge between the Police Service and the public, representing both the community within the Police Service and the Police Service within the community. Special Constables are highly cost-effective – the total cost per duty hour is estimated at £3.40 in the first two years and less than £3 per hour after that, or about 10% of the hourly cost of a regular officer and a fraction of the cost of a Community Support Officer.

The environment in which the Special Constabulary operates is changing rapidly. New entities such as PCSOs, Highways Agency Traffic Officers, Vehicle Inspectorate Staff and even private security firms are taking over roles traditionally carried out by police officers. The Serious and Organised Crime Agency is now in place to deal with national threats to the community. Initiatives such as Neighbourhood Policing are transforming the way services are delivered locally. Against that background, a team of Special Chief Officers was given the task of determining whether there is a role for the Special Constabulary in this new structure and, if so,

what that role should be. The team worked with representatives of the Home Office, ACPO, HMIC and the Neighbourhood Policing Project team, but this is essentially a Special Constabulary strategy for the Special Constabulary.

The basic premise of the approach used is that the demand for policing services can be analysed like any other ‘market’ and providers of service can be considered in the same way as ‘suppliers’ in other markets. The demand for police services seems to be an expanding market with no apparent limit to its growth. However, like any other market it has recognisable segments and niches. While real progress is being made in most segments others are under-resourced and performance levels in these are not good enough to satisfy public demand. The Special Constabulary can be a key part of the solution in tackling these segments and improving both operating performance and public satisfaction with the police.

As a business proposition the Special Constabulary is difficult to beat. Not only is it extraordinarily cost-effective, but it is more representative of the community (socio-economic groups and businesses) than any other body delivering policing services. It therefore brings greater involvement and improved communication with members of the public and the business community. Specials can act as a positive force for change – bringing with them an extensive pool of skills, talents, experience and local knowledge and diverse backgrounds – as well as enhancing the level of service provided by the police.

The opportunity is described in this Report and Chief Officers are encouraged to use it to see the Special Constabulary in their respective Forces as a strategic resource to improve performance – wherever the need is greatest and the fit with the Special Constabulary’s strengths is greatest.

Executive Summary – Implementation Advice

Public satisfaction, public confidence and community engagement are critical aspects of a force's service delivery. Performing well in these areas, whilst managing resourcing constraints and priorities, is a core challenge for senior officers. The Special Constabulary, as a fully warranted volunteer police service, provides a value-for-money workforce that has significant potential for impact in these areas of force performance.

Benefits from Delivery of the National Strategy

The National Strategy for the Special Constabulary, published March 2008, identifies target areas of deployment critical to force performance that make most effective use of the key characteristics of the Special Constabulary. The National Strategy Implementation Advice builds on the Strategy by providing example case studies and suggested good practice, including:

- Developing a Special Constabulary Statement of Vision and Purpose that defines the roles, objectives and operating style of the Special Constabulary.
- Establishing clear financial management processes.
- Establishing a standard training curriculum and formal, nationally recognised, accreditation.
- Developing a performance management framework.
- Investing in leadership development through the Wyboston Leadership Development programme.

In delivering against the National Strategy, clear benefits will be evidenced through:

- Greater retention rates.
- Enhanced representation of community diversity within the Special Constabulary.
- Lower dropout rates during the recruitment and training process.
- Increased hours of operational duty.
- Improvements in force performance.

Special Constabulary Core Role

Underpinning the National Strategy and Implementation Advice is the view that the core role of the Special Constabulary is that of 'added value' support to the regular police service. The core role of the Special Constabulary is not to replace regular police officers but to supplement and enhance the delivery of policing services. The Special Constabulary is a powerful means by which the local community can be represented within the police service. Reflecting this, one of the principal roles of the Special Constabulary should be visibly and positively engaging with the local

community it is drawn from, through alignment with neighbourhood policing.

However, whilst community engagement and support of the citizen focus agenda should therefore be the core Special Constabulary role, it should also be recognised that there is no area of policing that cannot benefit from Special Constabulary support. Through provision of varied deployments, each force can develop and enrich the skills and experience within their Special Constabulary, along with the motivation and reward of each individual officer.

Vision for the Special Constabulary

More effective leadership and deployment of the Special Constabulary will strengthen its position as a valued and valuable part of policing service provision. The Special Constabulary will consolidate its status as a reliable, trusted and respected member of the policing family. It should be an automatic and integrated part of a force's strategic planning, operational deployment and tactical response thinking.

Current Status

This is not the first time the Special Constabulary has been reviewed in terms of improving effectiveness. The Home Office set up a Working Group that reported with 91 recommendations in 1996, and an HMIC Inspection reported in 1997 with 14 recommendations echoing Home Office Working Group findings. What is different today, however, and must be built upon, is the stakeholder involvement and support for the Special Constabulary.

Following review by key stakeholders including ACPO, APA, NPIA, HMIC and the Federation, the final draft of the Implementation Advice was presented to the March 2008 National Special Constabulary Conference and received widespread endorsement. Particular support was expressed for the national proposals within the Guidance. These included use of a standard two-part application form, a standard assessment centre model and a core national curriculum for initial and ongoing training.

From the Government's interest in volunteering and community activity, to the establishment of Regional ACPO Special Constabulary leads and the Workforce Modernisation drive for mixed-economy teams, this is a perfect opportunity to invest in the Special Constabulary and to address the multiple challenges through one focal point of ingenuity and innovation. The National Strategy and Implementation Advice provide a starting framework for just that.

Implications for Forces

The Implementation Advice is intended to be a living document and the content will be revised over time to keep the suggested good practice and case studies relevant and at the leading edge of real force experience. In addition to ongoing maintenance of the Implementation Advice content, a programme of work will also

be undertaken to develop the national products and support initial force implementation of the suggested good practice.

Having developed the Implementation Advice, there is now a huge opportunity to unlock the benefits of change. This is a transition from a point where a relatively small group of individuals has developed sound operational guidance to a point where all stakeholders have a responsibility for its implementation – a shift in energy and focus from the few to the many.

As one stakeholder to another, I commend the content of the National Strategy and the Implementation Advice to you and look forward to working with you and enjoying the execution of its strategic intent.

Martin J Stuart
Deputy Chief Constable
Bedfordshire Police

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Preface

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Public satisfaction, public confidence and community engagement are critical aspects of a force's service delivery. Performing well in these areas, whilst managing resourcing constraints and priorities, is a core challenge for senior officers. The Special Constabulary, as a fully warranted volunteer police service, provides a value-for-money workforce that has significant potential for impact in these areas of force performance. The scale of impact and benefit that a force can realise from the Special Constabulary is dependent on effective leadership and deployment.

During 2005/6 a National Strategy for the Special Constabulary was developed by the Special Constabulary itself and was formally approved by the Association of Chief Police Officers (ACPO) Council on 25 October 2006. Following ACPO approval, this implementation advice has been drawn up, again pulling on the collective experience of the Special Constabulary, ACPO, the regular service and other key stakeholders and expert sources.

The purpose of this advice document is to provide an overview of the key processes that support effective deployment of the Special Constabulary and to provide suggested good practice within each of these process areas. This document aims to provide both senior management and those with day-to-day responsibility for Specials with the rationale and means to improve force performance through effective leadership and deployment of the Special Constabulary.

In the development of this National Strategy Implementation Advice I have appreciated the expertise, enthusiasm and contribution of the Special Constabulary. I am pleased to commend the good practice contained within this document to my ACPO colleagues.

Martin J Stuart
Deputy Chief Constable,
Bedfordshire Police

02

Introduction



Introduction

■ 2.1 OUTLINE

2.1.1

Experienced Special Constabulary officers have developed the content of this document with the assistance of the regular service, ACPO, NPIA, APA, HMIC, Federation and other key stakeholders. The guidance is operationally focused and provides recommended good practice and supporting case study examples.

2.1.2

Whilst it is anticipated that any national or regional based work should build on the principles and practices covered in this advice document, it is primarily aimed at individual force level.

■ 2.2 THE PURPOSE OF THE NATIONAL STRATEGY IMPLEMENTATION ADVICE

2.2.1

This document provides operational guidance for effective leadership and deployment of the Special Constabulary. By more effectively leading and deploying the Special Constabulary, it is envisaged that the Special Constabulary can strengthen its position as a valued and valuable part of policing service provision. The Special Constabulary can consolidate its position as a reliable, trusted and respected member of the policing family, with a role to play in most, if not all, aspects of police service delivery, especially community engagement. The Special Constabulary should be an automatic and integrated part of a force's strategic planning, operational deployment and tactical response thinking.

2.2.2

The structure of this document reflects the finding (in drawing the document and good practice together) that the leadership and deployment of the Special Constabulary is dependent on seven key processes that follow the chronological steps in the development of a Special Constable:

- Marketing
- Recruitment
- Training and development
- Deployment and tasking
- HR management
- Performance management
- Leadership

2.2.3

The case study material may not be suitable for every force environment and is intended to trigger local consideration of ways to increase effective deployment of the Special Constabulary.

2.2.4

This document gives:

- A way of sharing existing good practice amongst forces.
- A 'toolkit' of ideas (with case study supporting material) that can be readily tailored as a local solution within a force's own environment with minimal additional research.
- Ideas for potential future development work.

■ 2.3 THE SPECIAL CONSTABULARY

2.3.1

The Special Constabulary has been in existence for over 175 years and in that time has aspired to and maintained its stated purpose as a trained and fully warranted body of willing volunteers capable of supporting the regular police service in times of emergency and daily policing need.

2.3.2

Numbers nationally have fluctuated significantly over this time, with highs during the first and second world wars. With the increasing complexity and demands placed on the modern police service, coupled with those of the volunteers' own work requirements, numbers remained relatively low and static during the early to mid-1990s.

2.3.3

However, towards the end of the 1990s stronger and more defined support from both ACPO and the Home Office began to shape a new purpose for the Special Constabulary. By emphasising its strengths and a clear capability to deliver a specific product to the wider police family, the process of professionalisation was started. No longer a group of well-meaning amateurs capable of limited impact, the Special Constabulary began delivering a realistic and measurable resource able to undertake a wider range of duties, making a significant difference to the force performance. Special Constabulary numbers now stand at over 14,000 and the Special Constabulary not only provides a strong link between the police and the public, but also supports forces with a dynamic and consistent resource capability.

■ 2.4 DEVELOPMENTS IN POLICING

2.4.1

The police service is changing rapidly to reflect changes in society, and new providers of policing-related services are being created or are entering the arena. Citizen focus and neighbourhood policing are core areas for forces, Police Community Support Officers (PCSOs) are now an established part of service delivery and the communities being served by the police are changing. Against this background every aspect of policing continues to be challenged and tested for relevance and value for money.

■ 2.5 DEVELOPMENTS IN THE SPECIAL CONSTABULARY

2.5.1

In November 2005 Special Chief Officers from around the country met to consider the implications of the Neighbourhood Policing initiative and how the Special Constabulary should support it. From there, the debate widened into a fundamental review of the future of the Special Constabulary, including the question of whether, indeed, it should have a future.

2.5.2

This review resulted in the National Strategy for the Special Constabulary, which was approved by ACPO Council on 25 October 2006. The National Strategy considers the place of the Special Constabulary within the policing environment and concludes that the Special Constabulary does have a unique and valuable role to play in supporting policing delivery. The National Strategy identifies target areas of deployment critical to force performance that make most effective use of the key characteristics of the Special Constabulary.

2.5.3

Underpinning the suggestions and guidance given in this document is a view that the core role of the Special Constabulary is that of 'added value' support to the regular police service. The core role of the Special Constabulary is not to replace regular police officers but to supplement and enhance the delivery of policing services. The Special Constabulary is a powerful means by which the local community can be represented

within the police service. Reflecting this, one of the principal roles of the Special Constabulary should be visibly and positively engaging with the local community it is drawn from, through alignment with neighbourhood policing. However, whilst community engagement and support of the citizen focus agenda should therefore be the core Special Constabulary role, it should also be recognised that there is no area of policing that cannot benefit from Special Constabulary support. Through provision of varied deployments, each force can develop and enrich the skills and experience within their Special Constabulary, along with the motivation and reward of each individual officer.

2.5.4

Developing the National Strategy and the associated implementation advice in this document are evidence of how the Special Constabulary is continuing to enhance and improve its professional operations at a national level. A further recent development is the establishment of the Association of Special Constabulary Chief Officers (ASCCOs). With this greater strength of national organisational framework, supported by the ACPO Special Constabulary Regional Leads established in 2007, the national backdrop is well placed for forces to leverage support and assistance with local Special Constabulary initiatives.

2.5.5

There are already significant demands and changes on the horizon, as the recommendations from Sir Ronnie Flanagan's report are taken on board, the Workforce Modernisation Programme matures and the 2012 Olympics draw closer. This is a timely opportunity for forces to review and enhance their leadership and deployment of the Special Constabulary.

■ 2.6 THE BENEFITS OF THE SPECIAL CONSTABULARY

2.6.1

The principal characteristics of the Special Constabulary that, when managed effectively, deliver benefit to forces, are:

- Special Constables are trained volunteers.
- Special Constables have full police powers.
- Special Constables provide the bulk of their volunteering at times of peak demand.

2.6.2

It is recognised that the Special Constabulary is not cost-free; associated costs are both direct (uniform and equipment, for example) and indirect (management overheads, for example). However, Special Constables are highly cost-effective – the total cost per duty hour is estimated at £3.40 in the first two years and less than £3 per hour after that, or about 10% of the hourly cost of a regular officer.

2.6.3

The Special Constabulary is far more representative of the community than the regular police service – not only by gender and ethnic background but by socio-economic group. At 31 March 2007, 33% were female (compared

with 23% for regular officers) and 8% were from ethnic minorities (compared with 3.9% for regular officers)^[1]. The Special Constabulary is therefore an excellent bridge between the police service and the public, representing both the community within the police service and the police service within the community.

2.6.4

With the Workforce Modernisation Programme and the move to effective and efficient use of 'mixed economy teams' (teams reconfigured so that the tasks completed are aligned with individuals' powers, expertise and skills and then reflected in their pay), the Special Constabulary, as unpaid sworn officers, have a significant part to play.

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03

Marketing

■ 3.1 RATIONALE

3.1.1

By marketing the Special Constabulary as a dynamic, innovative and professional element of the police service to the right audiences, at the right times, in the right manner, the following benefits can be achieved:

- Greater numbers of suitable applicants (by marketing to potential recruits, measured through numbers of successful applications).
- Greater funding support (by marketing to senior officers and police authority, measured through budget allocation for Special Constabulary).
- Increased culture of inclusiveness across the wider police family, leading to more effective use of Specials and thereby force performance improvements (by marketing to operational managers within the force, measured through force performance and staff survey).
- Improvements in motivation of the Special Constabulary, leading to increased effectiveness and therefore improvements in force performance (by marketing to Special Constabulary, measured through staff survey, retention, hours worked and leaver analysis).

3.1.2

Effective marketing activity for the Special Constabulary should address the following aspects:

- Raising awareness of the Special Constabulary with key stakeholders both inside and outside the police service.
- Demonstrating the value-for-money service the Special Constabulary offers.
- Encouraging greater numbers of suitable applicants.
- Communicating personal development benefits for individuals and their employers.

3.1.3

Marketing can effectively be carried out locally, regionally and nationally, with larger-scale advertising campaigns potentially providing greater cost-effectiveness. The potential for collaboration work is noted as an area for future development and the content of this section focuses on ideas individual forces could pursue in the meantime.

3.1.4

Applying a simple marketing framework enables the identification of which marketing activities are effective and under what circumstances. The Chartered Institute of Marketing holds that good

marketing practice covers the 'seven P's' of:

- Product
- Price
- Promotion
- Place
- People
- Process
- Physical evidence

■ 3.2 GOOD PRACTICE – PRODUCT AND PRICE

3.2.1

Considering a force's Special Constabulary as a 'product' means being clear about how a force views the core role, operating style and fit of its Special Constabulary within the force's organisational structure and what outcomes the Special Constabulary is expected to support and/or achieve. This document, in Section 2 (2.2.1 and 2.5.3), proposes a national vision and core role for the Special Constabulary as follows:

- The Special Constabulary should strengthen its position as a reliable, trusted and respected member of the policing family, with a role to play in every aspect of police service delivery, especially community engagement.
- The core role of the Special Constabulary is that of 'added value' support to the regular police service. The Special Constabulary's principal function is to be visibly and positively engaging with the local community it is drawn from, through alignment with neighbourhood policing and the citizen focus agenda.

3.2.2

Each force should consider how this national view translates for their local circumstances, including the appropriate leadership and management structures required, articulating this in a 'Statement of Vision and Purpose'.

3.2.3

Having such a 'Statement' will facilitate the focusing of marketing activity, as well as providing a strategic background for other enabling management processes.

3.2.4

It is suggested that each force develop a Special Constabulary Statement of Vision and Purpose that defines the roles, objectives and operating style of Special Constabulary for that force.

3.2.5

Securing ongoing funding requires the ability to demonstrate the value that the Special Constabulary delivers, not just to the force but to local employers and the individuals concerned.

3.2.6

Demonstrating value for money will require outcome measures (managed through an effective Performance Management approach; see Section 8), balanced with financial information.

3.2.7

It is suggested that each force maintain a separate Special Constabulary budget in order that the costs and benefits, effectiveness and efficiency of the Special Constabulary can be more readily monitored and managed.

■ 3.3 GOOD PRACTICE – PLACE AND PROMOTION

3.3.1

Marketing messages need to be targeted in order to reach all parts of the community and Special Constabulary stakeholders. Forces should consider where and how to place promotional information so that it supports such objectives as:

- Recruitment.
- Agreeing strategic direction and funding with force senior management.
- Raising police service colleagues' and Special Constabulary members' awareness of achievements and abilities.

3.3.2

This might include recruitment advertisements in specialist publications, specific sections within force performance reports and effective use of intranet and internal force communication channels. Forces should remember they are competing for the time individuals have available for volunteering.

3.3.3

Deployment and Tasking (Section 6) covers the placing of the Special Constabulary itself in the right place, at the right time, in the right quantity. Promotion is the most familiar aspect of marketing and entails not only ensuring high levels of awareness internally and externally, but also measuring and evaluating that awareness. Through

its effective promotion, a force can communicate accurately and in a compelling manner what the Special Constabulary does and what it can offer.

3.3.4

Good promotion of the Special Constabulary ensures stakeholders and decision makers are informed and can make balanced judgements on relevant issues – be they deciding whether to apply to become a Special Constable or whether to agree the Special Constabulary annual budget allocation.

3.3.5

Effective promotional activity for the Special Constabulary should address:

- Establishing strong links with the regular force press and marketing team.
- Having a rolling plan of promotion activity that fits with Special Constabulary recruitment activity and the force's corporate communications strategy.
- Ensuring promotional communication is a dialogue, incorporating feedback surveys for example.
- Ensuring promotional material is realistic and relevant to the role of the Special Constabulary.

Hertfordshire – Special Constabulary Recruitment Process

Hertfordshire Constabulary uses an outside agency to send out application packs to candidates on the same day their request is received. The agency also produces high-quality recruitment material and co-ordinates force recruitment campaigns. Applications can be made on paper forms or online via the Constabulary's recruitment site. Application packs include a 20-minute DVD featuring Specials on duty and talking about their role.

Hertfordshire received 271 applications in 2007 and expects to receive over 300 in 2008. On average, one third of all applicants make it through to attestation.

Hertfordshire holds regular recruitment events in department stores, shopping malls, leisure centres libraries and similar public places throughout the county. To promote diversity, it holds recruiting events in places frequented by people from minority ethnic communities, such as places of worship and pubs and clubs used by the gay community.

Avon & Somerset – Intranet Site

Avon and Somerset have created a dedicated Specials intranet site promoting and highlighting the work and successes of the Special Constabulary to the rest of the force.

Devon and Cornwall – Targeted Publicity

Devon and Cornwall Constabulary use targeted publicity such as posters depicting women and people over 30.

This has increased the number of female officers within the Specials by 20% in 2 years.

Dumfries and Galloway – Force Job Advertisements

Every job advertisement for Dumfries and Galloway Constabulary in the local press for any post will also refer to the Special Constabulary and encourage applicants.

3.3.6

It is suggested that each force develops a marketing strategy and associated action plan, including a rolling plan for promotional activity.

■ 3.4 GOOD PRACTICE – PEOPLE AND PROCESS**3.4.1**

The reputation of any brand lies in the hands of the people fronting it. Additionally, ensuring processes and behaviours are in place that enable effective delivery against stakeholder requirements is key to fully equipping Special Constables to be strong ambassadors for the Special Constabulary and the force.

3.4.2

Advice on developing effective people and processes is covered in the remaining sections of this document.

■ 3.5 GOOD PRACTICE – PHYSICAL EVIDENCE**3.5.1**

Effective marketing requires physical evidence (for example photographs, press releases, case studies) to support not only promotional activity, but also other aspects of marketing.

3.5.2

With regard to the Special Constabulary, consideration of appropriate physical evidence should include building a library of appropriate case study and testimonial material. The provision of physical evidence will also tie in to Performance Management (Section 8), with delivery of statistical data regarding Special Constabulary activities.

3.5.3

Demonstrating the achievements of the Special Constabulary supports effective promotional activity and helps increase the confidence and support of stakeholders.

3.5.4

It is suggested that each force develop a library of evidence of the achievements of the Special Constabulary. This could include, though not be limited to, case study material and performance management reports.

■ 3.6 MARKETING AREAS FOR FURTHER DEVELOPMENT**3.6.1**

In the development of this section of the National Strategy Implementation Advice, the following areas were identified for further development:

- Regional collaboration on marketing activity.
- Development of a national marketing strategy and plan for the Special Constabulary. (This could include a focus on the Special Constabulary brand, consistency in the use of terminology (Special Constable versus Volunteer Police Officer, for example) and how the volunteer nature of the Special Constabulary should be balanced with regular service standards and processes).
- Development of a national library of marketing material.

Devon and Cornwall – Day in the Life Articles

Devon and Cornwall Constabulary regularly uses the local press and media to depict ‘a day in the life’ of a Special Constable. This raises the profile of the force and its Special Constabulary whilst also assisting in recruitment and public reassurance.



04

Recruitment

■ 4.1 RATIONALE

4.1.1

In order to have a Special Constabulary that is not only capable of being effectively deployed, but that achieves good results when it is, it is necessary to engage and recruit the right people at the right time.

4.1.2

Engagement of suitable potential applicants is heavily supported by Marketing (see Section 3). Effective marketing in support of the recruitment process will deliver the following benefits:

- Greater numbers of suitable applicants for all Special Constabulary roles (measured through numbers of successful applications).
- A diverse and representative Special Constabulary, through targeted activity aligned with force policy.
- Improved retention by recruitment of more suitable and more informed individuals.

4.1.3

If a force's recruitment process is timely, recognises the volunteer perspective and the different deployment roles for the Special Constabulary, and maintains minimum standards then the following benefits can be achieved:

- Reduced dropout rate during recruitment process, thereby making the recruitment process more cost-effective (measured through numbers of dropouts and reasons).
- Achievement of diversity targets related to the communities within the force area.
- Matching of existing expertise with specialist deployment roles.

■ 4.2 GOOD PRACTICE – DEDICATED STAFF

4.2.1

The Home Office Capacity Building Fund has enabled forces to employ a range of dedicated staff that includes Special Constabulary Co-ordinators, Recruitment Officers and Trainers. Many forces have recognised the following improvements to the recruitment of Special Constables brought about by employing dedicated staff:

- The Special Constabulary Co-ordinator or Recruitment Officer provides an improved service to potential recruits and becomes the central point

of contact for external and internal enquiries.

- The Special Constabulary Co-ordinators provide improved communications between the regular service and Special Constabulary senior command.
- Special Constabulary Trainers can be recruited on the basis of providing training outside normal office hours.
- The Special Constabulary has become more integrated with the regular service as the full-time staff are able to represent the views of officers who are not able to attend force meetings during the day.

Norfolk – Use of Special Constabulary Co-ordinator

Norfolk Special Constabulary recruited a Co-ordinator in October 2004 and by early 2005 the Co-ordinator became the single point of contact for the Specials, managing anything from recruitment to discipline and welfare issues.

All recruitment was taken away from the main Recruitment Department allowing more focused time to be given to each applicant all through the recruitment process.

This has enabled recruitment activity to be carried out in local stations near to the applicants in the evening instead of by rigid daytime appointment at Headquarters regardless of where the applicant lived. All interviews are carried out by the Co-ordinator or their representative to ensure the same high standard of applicant is recruited. All processes are undertaken on a personal level as the Co-ordinator is available at every stage to answer questions and advise.

This personal approach is carried on to the Induction Course. The Co-ordinator attends every weekend from the initial introductions and admin procedures on the first day to the day of Attestation.

This method of looking after the applicants from the initial call to obtain an information pack to attestation has increased the quality of recruits and our numbers.

Norfolk has carried out a survey on all new recruits on the recruitment procedures and 100% have come back stating the recruitment process was good or excellent and over 50% took time to mention that this was down to the service the Co-ordinator gave throughout the recruitment process to the Attestation.

4.2.2

The Home Office Capacity Building Fund may not remain in its current format, or at its current level, and it is felt that the benefits of dedicated staff are such that forces should consider incorporating similar levels of funding into their base budgets.

4.2.3

It is suggested that forces establish and adequately resource a dedicated function to support the recruitment of Special Constabulary and give consideration to the establishment of dedicated roles for Special Constabulary recruitment and training.

■ 4.3 GOOD PRACTICE – A TWO-PART APPLICATION FORM

4.3.1

The police service requires a large amount of information from applicants wishing to become Special Constables. Often this involves an application pack running into 16+ pages, medical questionnaires, financial questionnaires and so on. It appears that most forces have adapted their own regular service application forms for Specials. However, a multi-page application pack for a volunteer role could put off some potential applicants. Whilst it is understood that minimum standards must be maintained, the recruitment requirements for Specials are not necessarily the same as for Regulars. The Special Constabulary is not aiming to recruit 30-year career officers, but is looking for volunteers who, on average, will give five years' valuable service.

4.3.2

A simplified initial application form should attract a speedier response from potential applicants and support a swifter overall process, with less bureaucracy, helping to achieve the 10-week turnaround time from receipt of application to offer of place (as agreed by forces with ACPO and Home Office⁽²⁾).

4.3.3

It is suggested that a two-part application form is used for Specials applications. Part 1 would consist of two sides of A4 with the essential information required for initial security checks (local intelligence and PNC checks), occupation, address and eligibility of the candidate. An example Part 1 form is shown in the Training Appendix.

4.3.4

Part 2 forms (including medical and financial questionnaires) would be given to candidates once they had passed their initial security checks and assessment/interview stage. With the candidate now successfully through the first part of the application process, ensuring their commitment to the timely completion of remaining forms should be easier. Applicants will be required to return the Part 2 forms within two weeks. An example Part 2 form is shown in the Training Appendix.

4.3.5

Once the Part 2 forms have been returned, further security checks (for example checking relatives) will be carried out. It is suggested that medicals need only be carried out if the returned form indicates a potential problem. The two-stage application process should not generate any additional work or cost as the same security checks would need to be carried out as currently.

4.3.6

Candidates can then be invited to commence their induction training as long as it is made clear this is subject to completing security clearance. This should make the process quicker as other checks can be carried out while the candidate commences initial training. This should not present any security issues as long as candidates are not attested until the end of their training and full security clearance is achieved.

4.3.7

New forms would need to be designed and printed but, if forces agreed, a standard national form would achieve considerable savings on set-up and printing costs.

4.3.8

In summary, it is suggested that forces use a two-part application form for the Special Constabulary, with initial security check information gathered in Part One and CTC, financial and medical check information gathered in Part Two. CTC clearance should be completed by the end of Initial Training.

Surrey – Two-Part Application Form

Surrey has been using a two-part application form for seven years and has found that on average 20% more applicants returned the simplified form than returned the previous 18-page complete one-part form.

■ 4.4 GOOD PRACTICE – ASSESSMENT

4.4.1

A high percentage of forces still use the PIR test (PIRT) for Specials even though the regular recruitment process has now moved to assessment days instead. Those that use the PIRT also set different criteria for the pass mark. A significant number of Special Constabulary applicants are in the 30+ age group and are not likely to have sat an exam for many years. Potential suitable recruits may be deterred by this aspect of the recruitment process, feeling concerned about 'failing' a test.

4.4.2

The assessment centre process is designed to identify the potential of the applicants to meet the core skills required of a constable such as respect for race and diversity, team working, effective communication, problem solving, and written and oral communication.

4.4.3

The assessment centre process allows candidates to sell themselves and gives a more balanced overview of their suitability. The whole process can be completed in half a day and, depending on force resourcing, existing police staff assessors, police service volunteers or officers from within the Special Constabulary could be trained to carry out the process as an additional aspect of their normal role. The assessment would end with a one-to-one interview where the candidate could also be given feedback on their performance.

4.4.4

Forces would need to determine the appropriate frequency for assessment centres and ensure adequate resourcing, with one assessor per candidate required. Assessors can be drawn from within the Special Constabulary and can be trained to carry out this role. Some officers who no longer wish to perform operational duties may wish to become assessors rather than leave the service.

4.4.5

If the candidate is successful, the fitness test should be conducted on the same day. The majority of candidates have full-time occupations and processes should be avoided that require multiple visits or where there is a necessity to attend during normal working hours.

Durham and Surrey – Special Constabulary Selection Process

In 2007 Durham Constabulary changed its selection process to mirror the assessment centre selection process of the regular officers. This assessment centre is staffed by police staff and Special Constables trained by the Special Constabulary Training and Development Officer. The process involves a numeracy test, a verbal logical reasoning test, interactive role playing, written problem solving and an interview. Durham Constabulary has now run four assessment centres and there is widespread agreement that the standard of recruit has improved.

After the assessment centre the candidates have to undergo a health assessment and a fitness test before being accepted.

If candidates at one of Surrey's assessment centres are successful and considered suitable for the Special Constabulary role, they are invited to carry out the fitness test the same day.

4.4.6

An illustrative content for an assessment centre approach is shown in the Training Appendix.

4.4.7

Assessment of the suitability of student Special Constable officers should continue throughout the induction training programme (and indeed through to the point of determining the end of probation) as this can then further identify those who may be unsuitable for the role.

4.4.8

In summary, it is suggested that forces use an assessment centre approach, rather than the PIR test, to confirm applicants' suitability for the role of Special Constable.

■ 4.5 GOOD PRACTICE – FITNESS TESTING

4.5.1

With the introduction of the Employment Equality (Age) Regulations 2006, an upper age limit can no longer be placed on recruits. To ensure applicants are of a sufficient fitness level, using the same test a force uses for its Regular officers will ensure Special Constabulary recruits are suitable for

the role. There is also a duty of care on the part of the force to ensure Specials can perform the more demanding role of the modern service. (This is referenced in the NPIA circular on Special Constables' Eligibility for Recruitment, distributed on 26 February 2008^[3].)

4.5.2

Forces will have to assess the medical and fitness requirements for candidates targeted for recruitment into a specialist role. These should be established before advertising such vacancies.

4.5.3

It is suggested that forces use the regular service fitness test for potential Special Constabulary recruits.

■ 4.6 GOOD PRACTICE – CONTINUAL ASSESSMENT

4.6.1

No process is perfect and unsuitable candidates can still perform well at assessment. Continual assessment throughout training helps identify those who are not suited to the Special Constabulary and, as long as they are informed of this process, they can be asked to leave without the need for formal dismissal procedures. An advantage of holding the attestation at the end of their training is that the candidate's suitability for the role can be continually assessed while they are in training.

4.6.2

In undergoing both the initial and ongoing assessment, consideration should be given to the recommendations for completion of National Occupational Standards in Training (Section 5).

4.6.3

It is suggested that continual assessment is made during induction training and attestations are held at the end of candidates' induction training.

■ 4.7 GOOD PRACTICE – RECRUITMENT FOR SPECIALIST ROLES

4.7.1

Many forces are considering or actively recruiting individuals for specialist Special Constabulary roles. The marketing activity to support such recruitment campaigns needs to be targeted and the training requirements may need to be adapted. It is suggested that the actual application process for specialist roles should be the same as for patrol-based Specials. (See also 4.5.2.)

■ 4.8 RECRUITMENT AREAS FOR FURTHER DEVELOPMENT

4.8.1

In the development of this section of the National Strategy Implementation Advice, the following areas were identified for further development:

- Recruitment processes for specific Employer Supported Policing Schemes.
- Supporting work for the NPIA Special Constabulary Recruitment Working Group. This will centre on the need to develop and implement assessment tools that will allow forces to be consistent in their approach to recruitment whilst demonstrating an awareness of diversity within the community and work environment. It is expected that the first meeting of the programme board will be in April 2008 and should include the following members: NPIA, APA, ACPO Regional HR representatives, Skills for Justice and nominated Specials Representatives from the National Strategy Group.
- A standard national application form.
- A review of transfer procedures, which could be nationalised and streamlined if common standards of recruitment and training can be agreed.



05

Training & Development

BE IN CHARGE

■ 5.1 RATIONALE

5.1.1

Ensuring Special Constables have the necessary skills, competencies and development to enable them to safely and confidently deliver policing in the local communities is critical to making any deployment effective.

5.1.2

Training and development of the Special Constabulary must recognise the volunteer perspective and the flexibility of deployment roles, whilst maintaining appropriate minimum standards. Good, consistent training and development practices will deliver the following benefits:

- Increased retention rates (measured through leavers analysis).
- Increased effectiveness and efficiency of the Special Constabulary (measured through Special Constabulary performance management).
- Increased ease of inter-force transfers (measured by leavers and joiners analysis along with sampling of transferees).

5.1.3

In addition to the points at 5.1.2, a force's induction process should also strive to reflect both:

- Alignment with the regular service process – which can then potentially support 'fast tracking' into the regular service for those interested.
- The ability to directly recruit into Special Constabulary specialist roles – which can potentially enable the training process to be streamlined for roles not requiring full patrol training.

■ 5.2 GOOD PRACTICE – INITIAL TRAINING

5.2.1

The manner of delivery of the initial training should be determined by forces and is likely to be impacted by location and trainer availability.

5.2.2

The Government's November 2004 White Paper *Building Communities, Beating Crime*^[3] made a commitment to develop a national qualification for Police Officers who successfully complete their probation. The White Paper stated that probationers will be "assessed in the workplace against national occupational standards and, when they achieve them, they will be awarded a qualification that is recognised outside the Service as well as within it".

Cambridgeshire – Initial Training

Cambridgeshire delivers three training courses a year, with a maximum of 20 officers per course. New officers are given activities and pre-read information, normally taken from the online learning developed by NCALT (the National Centre for Applied Learning Technologies), which is part of NPIA and established to promote learner-centric training and development. At the end of the course officers undertake written and practical assessments, covering basic law knowledge, the ability to carry out stop and search, deal with minor traffic incidents, neighbourhood disputes (completing the necessary forms) and complete statement and crime reports. To continue the officers' development they are encouraged to attend a programme of divisional training, where Accredited Prior Learning (APL) is given for evidence of attendance at training provided by their employers, for example training in First Aid.

Essex, MPS, Hertfordshire, North Yorkshire – Intensive Training Option

A number of forces are offering intensive or accelerated training course for people who want to become Specials. For example both Essex Police and the Metropolitan Police Service (MPS) offer three-week full-time courses to cover all of an officers' initial training. In the MPS this was initially introduced for people who were sponsored by their employers but has subsequently proved popular with other people as well.

In Hertfordshire recruits can cover the bulk of the training during a nine-day continuous course (the course runs from Saturday of week one to Sunday of week two). North Yorkshire officers can take advantage of a residential one-week crammer course held at the force headquarters.

These courses have proved very popular with people who are able to train in such an intensive way. They can keep people motivated through the training period and see them deployed to operational work more quickly.

5.2.3

As a result of the White Paper, the Initial Police Learning and Development Programme (IPLDP) has been developed and comprises 22 National Occupational Standards (NOS). As well as formally recognising learning, development and workplace experience, the introduction of this qualification is a foundation for professionalising the Police Service in England and Wales.

5.2.4

The Special Constabulary, owing to the limited time and availability of Student Officers to complete a full course, would be unlikely to achieve all 22 NOS and work is needed to identify an appropriate core set of NOS for the Special Constabulary.

5.2.5

The aim of the South Wales programme is to provide Special Constables with the appropriate knowledge, skills and competence to perform their policing role. When recruiting, the Special Constabulary needs to ensure successful applicants are capable of completing the programme.

5.2.6

A suggested content for initial training is shown in the Training Appendix. It is felt that this content should be the minimum for all Special Constables (patrol and non-patrol based) to enable a reasonable core of policing knowledge to be provided, sufficient to support the granting of police powers. As officers then prepare to move into their allocated roles, training relevant to the role can be given. This might include streets policing training and allocation of uniform for patrol officers or individual 'on-the-job' training for specific roles within a protective services function.

5.2.7

It is suggested that forces review their initial training content in line with the IPLDP and the suggested training content in the Training Appendix.

■ 5.3 GOOD PRACTICE – ONGOING DEVELOPMENT TRAINING

5.3.1

Although each force has its own way of doing things, the introduction of the IPLDP has created common standards. As with regular officers, the aim is to develop and professionalise the Special

Constabulary through a formally recognised qualification that can be the basis of a life-long learning opportunity. Where the qualification is also recognised outside the Service this additionally benefits the employer and the individual.

5.3.2

To support their ongoing development, Special Constables should be issued with a National Vocational Qualification (NVQ) Portfolio and Personal Development Journal (PDJ) for completion throughout their service. This ensures the recording of their development in a structured way, collecting evidence of activities. Regular reviews should be carried out with either a Tutor regular officer or a Tutor Special Constable who has undertaken an appropriate Tutor Constable training course.

5.3.3

This approach creates an opportunity to identify suitable outcomes and assessment strategies for Special Constables. As these can be mapped to the IPLDP, they could potentially count towards Accredited Prior Learning (APL).

5.3.4

Close links need to be maintained between the Training and Development process area and the Marketing, Recruitment, Leadership and Deployment process areas to ensure that investment in and delivery of training is done effectively and to the benefit of the organisation and individual. It is recognised that some Specials may not wish to take on significant additional training during their relatively limited volunteering time, preferring to be actively engaged in direct policing delivery.

5.3.5

It is suggested that National Vocational Qualifications (NVQ) and the Personal Development Journal (PDJ) are used as the basic core of ongoing development as this allows for Continuous Professional Development (CPD) and compatibility between forces.

5.3.6

It is suggested that the time to complete the training should be flexible depending on the activity of individual Special Constables, but that dependent patrol status should be achieved within one year of appointment as a Special Constable.

Cumbria – Ongoing Development Training

In addition to all new Special Constables working to Police Action Checklists adapted from the IPLDP and compiling evidence for their SOLAP prior to independent patrol, two annual full-weekend training events are organised, where Special Constables cover topics such as dealing with witnesses and incidents and pocket notebook and statement exercises. Managerial training is also provided over the weekends for Special Constable supervisors and is based on the Core Leadership Development Programme (CLDP) developed by the Leadership Academy for Policing.

Cleveland – Teesside University Programme

Cleveland Constabulary runs a certified training programme in partnership with Teesside University. Its probationary Special Constables work towards a University Certificate in Professional Development,

equivalent to the first year of a foundation degree. The course is based on the Initial Police Learning and Development Programme (IPLDP) choosing relevant subjects for Specials to train them to reach the National Occupational Standards (NOS). Specials are assessed throughout the training and the results are independently scrutinised by the University grading panel prior to the qualification being awarded. People who have trained as Specials on this course and later joined the regular force have excelled in initial regular officer training.

Essex – TRIM Training

Essex Police provide some Special Constables with Traumatic Incident Management (TRIM) training. This gives them the skills they need to support colleagues who witness or experience any traumatic incidents whilst performing the role of a special. Essex has sufficient officers trained for there to be at least one male and one female officer available within each division.

5.4 TRAINING AND DEVELOPMENT AREAS FOR FURTHER DEVELOPMENT

5.4.1

In the development of this section of the National Strategy Implementation Guidance, the following areas were identified for further development:

- Work with the QCA and the NPIA to develop and accredit a standard national training and development package for Special Constables enabling officers to achieve a nationally recognised IPLDP Award. Consideration should also include standardisation of probationary periods (perhaps defined in terms of hours of duty rather than elapsed time), reaching Independent Patrol Status and attestation. This would support the ease of inter-force transfers (see also Section 4, para 4.8.1).
- Develop a Certificate route for Continued Professional Learning opportunities for Officers and for Special Constables working towards supervisory positions within the Special Constabulary.
- Develop courses for Tutor Special Constables with the opportunity to progress to an A1 Award as an assessor. (This will be an essential resource as assessing will be a continuous and necessary requirement of any accredited programme.)

- Establish closer links with the NPIA and a small team of Senior Special Constables seconded to the NPIA Wider Policing Learning and Development team. This will help to drive and develop an accredited IPLDP Award.
- Explore the merits of developing a small team of Senior Special Constables to assist the HMIC with the inspection and benchmarking of forces against the outcomes anticipated from the Special Constabulary National Strategy and oversee the implementation of the proposed National Training Programme by forces.
- Consider the implications of training and development for Special Constables deployed to specialist roles.
- Consider the implications of training and development for specific Employer Supported Schemes.

Consideration could also be given to how a national training infrastructure, supported by appropriate technologies such as web, podcasts and other formats suitable for the lifestyle of the Special Constabulary volunteers, might be provided. This might include strategic commercial sponsorship, potentially linked to the Olympics.

06

Deployment & Tasking



Deployment & Tasking

06

■ 6.1 RATIONALE

6.1.1

The National Strategy work was driven by the need to define a specific role for the Special Constabulary, a key purpose being to identify tasks that would make a real difference to community safety. These tasks had to play to the strengths of the Specials and recognise the limitations on the demands that can be placed on volunteers. The Special Constabulary was shown to have a key role to play in:

- Crime reduction/detection
- Incident response
- Neighbourhood policing
- Protective services

6.1.2

The primary objective of the National Strategy for the Special Constabulary is to support the strategic aims of policing in England and Wales and to focus effort on those tasks that will have the maximum positive impact on public confidence in and satisfaction with policing. This aligns to the Government's Public Service Agreements (PSA) for 2008-2011, published in October 2007, including PSA 23 – Making Communities Safer, which incorporates Priority Action 3: Tackle the crime, disorder and anti-social behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues.

6.1.3

However, there are important secondary considerations. The Home Office Working Group Report on the Special Constabulary in England and Wales (1995-96) showed that deployment is a major consideration (and probably the single most important factor) in the motivation and retention of Specials. Maximising the number of hours that each Special Constable works and extending the average period of service further supports the Best Value principle through improvements in the return on investment in their recruitment and training.

6.1.4

In the absence of financial compensation, volunteers need job satisfaction to motivate them to continue to provide their time. Cost analysis undertaken in the creation of the National Strategy showed the clear advantage of retaining Specials beyond the historic average stay of five years. With the rapid growth of the Special Constabulary in the last few years, the risk is that the average stay in the service will reduce if

officers aren't properly tasked and utilised. Evidence from a limited survey of forces showed that variety in tasking and increasing responsibility raise the total number of hours worked by Specials.

6.1.5

While no current data is available on any link between deployment and retention, individual case studies show clear evidence that Specials deployed in challenging specialist or responsible roles have longer service than those deployed in less demanding tasks. This suggests that increasing the sense of 'added value' encourages Specials to stay longer. Further research is needed to establish whether there are provable links between deployment, job satisfaction and retention periods.

6.1.6

When individual forces are making deployment and tasking decisions, there should be clear recognition of the 'value for money' the Special Constabulary can provide and a basic premise that the Special Constabulary can support all areas of policing. Taking this approach will widen the opportunities for recruitment, motivation and retention of Special Constables. The benefits that can then be realised include:

- Increased value for money and quality of service provision in target policing areas (measured by specific force performance targets; see Performance Management, Section 8).
- Increased retention rates (measured by numbers of active Specials, length of service, numbers of leavers and their reasons for leaving).

6.1.7

The following suggested good practice is not intended to be prescriptive but is intended to help forces review their existing thinking on deployment. It is anticipated that forces can use the case studies provided to consider opportunities for different deployment approaches in their drive to increase public satisfaction and confidence.

■ 6.2 GOOD PRACTICE – DEPLOYMENT AND TASKING

6.2.1

The National Strategy recommends those tasks that should be allocated to the Special Constabulary. They are neither prescriptive nor exclusive and are all considered to be well within the capability of properly trained officers. They are:

- Crime reduction tasks (e.g. uniform patrol deterrent, bail checks)
- Public reassurance tasks (e.g. incident response, uniform patrol)
- Investigation of minor crime
- Anti-social behaviour
- Drink driving and vehicle checks
- Automatic number-plate recognition vehicle stops
- Critical incidents

6.2.2

This Advice document proposes the vision for the Special Constabulary as follows:

- The Special Constabulary should strengthen its position as a reliable, trusted and respected member of the policing family, with a role to play in every aspect of police service delivery, especially community engagement.
- The core role of the Special Constabulary is to provide 'added value' support to the regular police service, principally by visibly and positively engaging with the local community it is drawn from, through alignment with neighbourhood policing and the citizen focus agenda.

6.2.3

The key issues for a force in ensuring Specials are deployed to the tasks recommended in the National Strategy are:

- How Specials are currently deployed and how this fits against the recommended target deployments and suggested vision and core role. What is the size of the gap?
- How Specials should be organised to meet the recommended target deployments, vision and core role.

6.2.4

In implementing the strategy there needs to be a clear understanding that strategy and organisational structure are linked, but separate, subjects. A common mistake is to decide the organisational structure and then try to develop a strategy. Experience from the private sector shows this approach to have a high degree of failure.

6.2.5

This question of best fit in the organisation structure should be determined by the most effective way of managing deployment – and may need to recognise a difference between deployment on community engagement activity and deployment within specialist policing functions. Note that organisation structure design principles are based on setting the strategy and then organising to implement it.

6.3 DEPLOYMENT AND TASKING CASE STUDIES

6.3.1

The following examples (see next page) of best practice have been drawn from submissions from across England and Wales and clearly illustrate how much value the Special Constabulary can add when lateral thinking on deployment is applied. Publicising these examples should lead to support from the Special Constabulary being 'demand driven'. In other words, units within forces should be given the opportunity to engage with the Special Constabulary and offer deployment opportunities in return for additional training where required. Competing for resources should ensure that Specials are used where they can add most overall value to their individual forces and should drive up job satisfaction and the average number of hours worked.

6.3.2

These examples show that limiting Specials to one particular task is under-utilising their skills, experience and time available. The imaginative deployment of Specials greatly increases the value added to the force and to the community and should be encouraged. Forces are urged to examine their deployment strategies and compare them with the case studies outlined in the below examples (see next page).

6.4 DEPLOYMENT AND TASKING AREAS FOR FURTHER DEVELOPMENT

6.4.1

In the development of this section of the National Strategy Implementation Advice, the following areas were identified for further development:

- Further work to establish the optimum number of Special Constables in England and Wales and to recommend best practice for organising and managing this volunteer force.
- Clarification on current practice and policy with regard to driver training is required and a policy and training programme for Specials engaged in mobile patrol and mobile response (where needed) should be developed centrally for ACPO approval.
- Further refinement of the national perspective on the core role and vision for the Special Constabulary.

Hertfordshire – Imaginative Deployment Increasing Hours Worked

Hertfordshire Constabulary Special Constables performed 81,500 duty hours during 2007 – an average 362 hours per officer. Specials in Hertfordshire are well utilised and are deployed on a very wide scope of duties including:

- Intervention and public order
- Supporting Safer Neighbourhood teams
- Daily 'Nuisance Patrols' to target hotspots of anti-social behaviour
- Crowd and traffic control at football and rugby matches
- Speed enforcement using laser detection devices
- Warrant squad to arrest people who have failed to appear in court
- Joint patrols of car boot sales with Trading Standards
- IT team of Specials with specialist skills to investigate computer crime
- 'Vandal Patrols' to protect schools during holidays
- Checks of vehicle tyres and lights as part of road safety campaigns
- Detecting mobile phone and seat belt offences
- Taking of elimination fingerprints at acquisitive crime scenes

Hertfordshire believes that the high level of morale and motivation within the Special Constabulary is due to the very wide range of duties available.

MPS – Recruiting from Local Authorities to Support Neighbourhood Policing Teams During the Working Day

BoroughBeat, part of the Metropolitan Police Service's Employer Supported Policing (ESP), is a fresh, innovative programme aimed at a strong and powerful partnership between local police and the Local Authority, making boroughs safer with an additional police presence.

Piloted on Harrow BCU, the concept is simple. The Local Authority, in this instance the London Borough of Harrow (LBH), allow their staff to be trained as Special Constables.

Once fully trained, these Specials patrol one day per fortnight in key crime areas within the borough boundaries, in many cases alongside experienced police officers. Taskings are compliant with the National Intelligence Model (NIM) and agreed after discussions on joint priorities with LBH. Patrol areas can vary from

residential estates requiring an increase police presence through targeted anti-burglary or vehicle crime patrols to patrols alongside the local Safer Neighbourhood Teams (SNTs) and response team officers in a busy town centre.

There is a dramatically higher return of intelligence reports as compared with other areas as one of the Special Constables is employed by the Local Authority within the Anti-Social Behaviour Unit. That Special works solely with the police Borough Intelligence Unit and Safer Neighbourhood teams and some of their intelligence submissions relate to the 'day-job' whilst others relate to the 'volunteer' job. However, agreements and controls are in place to ensure correct and appropriate sharing of information. This unique role is a good example of how being a local authority staff member and being on patrol as a Borough Beat Special Constable are mutually beneficial.

Findings from a public attitude survey in 2006/2007 showed that:

- 67% of Borough residents were 'completely, very or fairly' satisfied with the way their local area is policed compared with 66% in 2005/06.
- 97% of the Borough residents thought the police were at least doing a 'fair' job in their area, compared with 94% in 2005/06.

Bedfordshire Trading Standards and Special Constabulary Tasking Team

Three of Bedfordshire Police's Special Constables are employed as Trading Standards Officers with Bedfordshire County Council. They are part of their Community Safety Department and, owing to their role as Special Constables, perform their day job in full police uniform and carry personal issue airwave radio and appointments.

The officers cover the whole of Bedfordshire and deal with rogue traders, cold callers and counterfeit property etc.

The Specials book on every day with the police under a Trading Standards operation and go to police generated incidents as well as using intelligence to locate potential offenders.

The officers take part in regular operations in relation to the sale of counterfeit DVD sellers. They observe at market stalls, in town centres etc and wait for a sale to be made. The offender is arrested and the Special can deal with the whole procedure from arrest to custody procedure, file preparation

and interview. The offenders are then dealt with by a private prosecution service.

The Council pays their salaries and any overtime that the Special Constables do in relation to the arrest procedure. In addition to this, the Special Constables must complete a minimum of 16 hours per month policing in their capacity as a Special. Between June 2006 and February 2008, 70 arrests have been made in relation to counterfeit DVD selling.

Bedfordshire Police Special Constables closed down six cannabis factories in as many months and disrupted production which could have netted offenders more than £1.6m a year. The plants were worth about £210,000 and the hydroponics equipment seized from each factory was worth around £15,000.

The warrants were executed between May and December 2007 by the Specials Tasking Team, a dedicated unit which operates on a force-wide basis and is led by a Special Inspector. The work illustrates how the Special Constabulary plays a key role in the fight against crime. It also highlights how the Specials can free regular

officers from important but time-consuming tasks, since once a cannabis factory is raided there is much work to be done in exhibit handling and equipment disposal.

City of London – Roads Policing Unit Special Motorcycle Officers

The City of London has two fully trained police motorcyclists in the Special Constabulary, one of whom is an ex-regular officer and the other a Special Sergeant with many years service as a Special. The ex-regular officer works on the motorcycle safety campaign while the other officer is deployed by the force's RPU on local patrol and enforcement duties.

These Specials work far more hours than the 200 per annum minimum required and illustrate the value of deploying Specials into specialist units and the high return they provide for the investment in the necessary training. This also proves that Specials will give up their free time to do lengthy training courses (in this case three weeks full-time for the motorcycle course) if given the opportunity to do so.



07

HR Management

■ 7.1 RATIONALE

7.1.1

HR processes and procedures, and the manner of their execution, are critical to maximising the availability of motivated, diverse, effective and rewarded Special Constables.

7.1.2

Ensuring that the needs of Special Constabulary officers are recognised and supported in all relevant force policies and procedures and that all those involved with the management of Special Constables are aware of the different needs and support required to enable full engagement of a volunteer workforce will result in the following benefits:

- Increased retention rate (measured by numbers of leavers and their reasons).
- Increased effectiveness of the Special Constabulary (measured by specific force performance targets; see Performance Management, Section 8).
- Increased hours of operational duty performed as a result of (a) improved personnel management and (b) greater welfare supervision.

7.1.3

A number of factors relating to the Special Constabulary are generally encompassed in force HR management processes, but they are restated here for clarity:

- Special Constables may attend force sites relatively infrequently and tend to be meeting their volunteering commitment from limited 'spare' time.
- Special Constables are aligned, in the many forces, to Local Policing Teams (LPTs) or Neighbourhood Policing Teams (NPTs) who often operate remotely from the local administration and support teams who are based at a BCU or HQ sites.
- The usual hours of attendance of a Special Constable are outside the resourced times that HR professionals are available to provide support, assistance, advice and instruction.

■ 7.2 GOOD PRACTICE – PROFESSIONAL HR SUPPORT

7.2.1

It is essential that the professional Human Resource teams within forces should be responsible for the explicit (and therefore measurable) provision of:

- Support to Supervisors and Managers of the Special Constabulary and regular force in managing attendance and performance.
- Assistance and guidance to all officers over any HR related issues, including diversity.
- Resources and training to the Special Constabulary to enable supervision and management of officers to be undertaken in a positive, fair, equal and motivational manner.
- The monitoring of the handling of individual officers by their line supervisor/manager to ensure compliance with stated processes and procedures. This should include training in leadership and supervisory techniques.
- A regular review of all recruitment and exit activities to ensure adherence to stated standards.
- A regular review of the circumstances surrounding all officer resignations and the conducting of exit interviews.
- The nomination of an HR professional at HQ level who has the Special Constabulary as part of their portfolio.
- Access to HR professionals at LPT/NPT level to provide skilled advice to Officers.
- Where a Special Constable within a force has accredited HR qualifications then, where feasible, these skills should be used by Special Constabulary management to the benefit of all officers.
- Assistance and/or monitoring of disciplinary procedures to ensure a fair and consistent approach.
- Clearly stated misconduct and disciplinary processes so that all officers can understand not only what those processes are but also what can trigger them.

7.2.2

It is suggested that forces review their professional HR support to the Special Constabulary and ensure it meets requirements.

Cumbria – Viewpoint Survey

Every six months Cumbria Constabulary carries out a Special Constabulary opinion survey, called Viewpoint, which asks officers for their opinions on a number of issues such as training, working conditions, hours worked, uniforms, expenses, and their satisfaction with the organisation. The results are published, monitored and used to drive improvements. Their last survey indicated that 91% of Specials were very or fairly satisfied with their role.

■ 7.3 GOOD PRACTICE – SPECIAL CONSTABULARY ADMINISTRATION

7.3.1

It is essential that all forces ensure the following functions are undertaken in order to manage the Special Constabulary in a professional manner. This would generally be through a central team or point, normally at least a Special and/or Volunteer Co-ordinator, but forces may deliver the functions through a combination of roles that fits with their own organisation structures:

- Providing a central point of contact for all queries relating to Special Constabulary matters.
- Providing a clear channel of communication with HR (or other departments if appropriate) to ensure co-operation and support between the Special Constabulary and HR.
- Ensuring that all force policies clearly identify the involvement (or non-involvement) of the Special Constabulary and are adapted if appropriate.
- Ensuring that all changes of policies, procedures and regulations concerning the Special Constabulary are communicated to Specials, regular officers, staff and service volunteers.
- Ensuring that all force welfare systems are available to Specials.
- Highlighting any issues that will affect the Special Constabulary and ensuring that appropriate consultation includes the Special Constabulary.
- Monitoring the exit/leaving processes on BCUs (including all administration) to ensure that all leavers are properly dealt with and all reasons for leaving/criticisms are examined (see Section 7.4).
- Central analysis of duty hours (and other collected performance data) to support Special Constabulary performance management activity. (Suggested central data is detailed in Performance Management, Section 8.)
- Maintaining a record of Special Officer skills, developed externally to the force, where the officer concerned is content for the skills to be used in their Special Constabulary role. The maintenance overhead of this should be considered against the use the force will make of the information.
- Maintaining a record of officer training and development activities, monitored to ensure that officers are fully trained in all appropriate subject matter. Additionally PDR (or force specific activity of a similar nature) activity is monitored to, again, ensure that the focus of the Special Constabulary management/supervisory team remains on the officers under their command. See also Training and

Development, Section 5.

- Ensuring that the Special Constabulary is represented on all force committees (including deployment and tasking) so that the Special Constabulary is included in every aspect of force policy in the same way as regular officers and civilian staff.
- Representing the Special Constabulary specifically at all forums where policy decisions are made that will have an impact on Special Constabulary officers. This should mitigate, to some degree, the logistical challenges of the 'office-hours' operation of policy making versus the largely evening and weekend working of the Special Constabulary.

7.3.2

It is suggested that forces have a central co-ordination point or team for the Special Constabulary, with clear, defined responsibilities.

■ 7.4 GOOD PRACTICE – EXIT QUESTIONNAIRES

7.4.1

It would appear that forces do not always use the standard National Exit Questionnaire for Special Constables. A firm strategy in respect of Exit Questionnaires is outlined below:

- All Officers who leave the Special Constabulary (except for those who are either dismissed or

Suffolk – Special Constabulary Support

Suffolk has a quarterly Special Constabulary Standing Committee with representation from all departments, which acts as a Special Constabulary policy review and formulation group.

The Special Constabulary in Suffolk also has a Special Constabulary Welfare Fund, which can help support members in difficult circumstances. The fund has accumulated significant investments over the years and spends several thousand pounds annually on morale-boosting gifts to sick or injured officers. It also provides grants to officers who find themselves in difficult financial positions. The fund is a registered charity, managed by a committee of Specials.

The fund promotes welfare and morale and so directly supports the retention of Special Officers within the service.

required to resign) should be required to complete an 'Exit Questionnaire'.

- As a minimum, the National Exit Questionnaire should be used, but forces could enhance this to include local questions or 'comment boxes'.
- In completing the Exit Questionnaire, it should be remembered that the purpose is to accurately record why an individual has decided to leave the Special Constabulary as well incorporating comments (and a critique) of how an individual felt they were managed during their service. Bland statements such as 'personal reasons' should be avoided.
- Exit interviews should ideally be undertaken face to face and as soon as possible after learning of an officer's intention to leave. The Exit interviews could be carried out by the Special Constabulary Co-ordinator, the Chief Officer, a designated 'retention officer' or someone in another suitable role – remembering the likely need to carry out the interview outside of office hours.
- Effort should be made to ensure the Exit Questionnaire is completed within three weeks of the officer completing their service to ensure information is as current as possible.
- Each questionnaire must be reviewed by the Chief Officer and the Officer's line manager. It is important that the results are honestly reviewed and that for each questionnaire a 'marking sheet' be compiled which indicates what action will be taken relating to every comment made.
- The base data should be passed to the co-ordination unit (or appropriate point) for force-wide analysis and dissemination.

7.4.2

It is suggested that a meaningful Exit Interview/ Questionnaire and process is compiled and used by all forces.

Other examples of current HR Management good practice

- Special Constabulary Officers are involved in all aspects of line management and discipline issues and are trained for these tasks (Devon & Cornwall).
- All aspects of the Special Constabulary deployment (together with details of authorised activity) is included in the Sergeants' 'handbook' (Leicestershire).
- A strong performance management regime is maintained to reduce inactive or poorly performing Special Constables (Durham).
- Details of all training undertaken by individual officers is recorded centrally by the Special Constabulary Co-ordinator (North Wales).
- A clear exit interview/recording process is used to identify reasons for officers leaving (both 'real' and 'supposed') (Humberside).

7.5 HR MANAGEMENT AREAS FOR FUTURE DEVELOPMENT

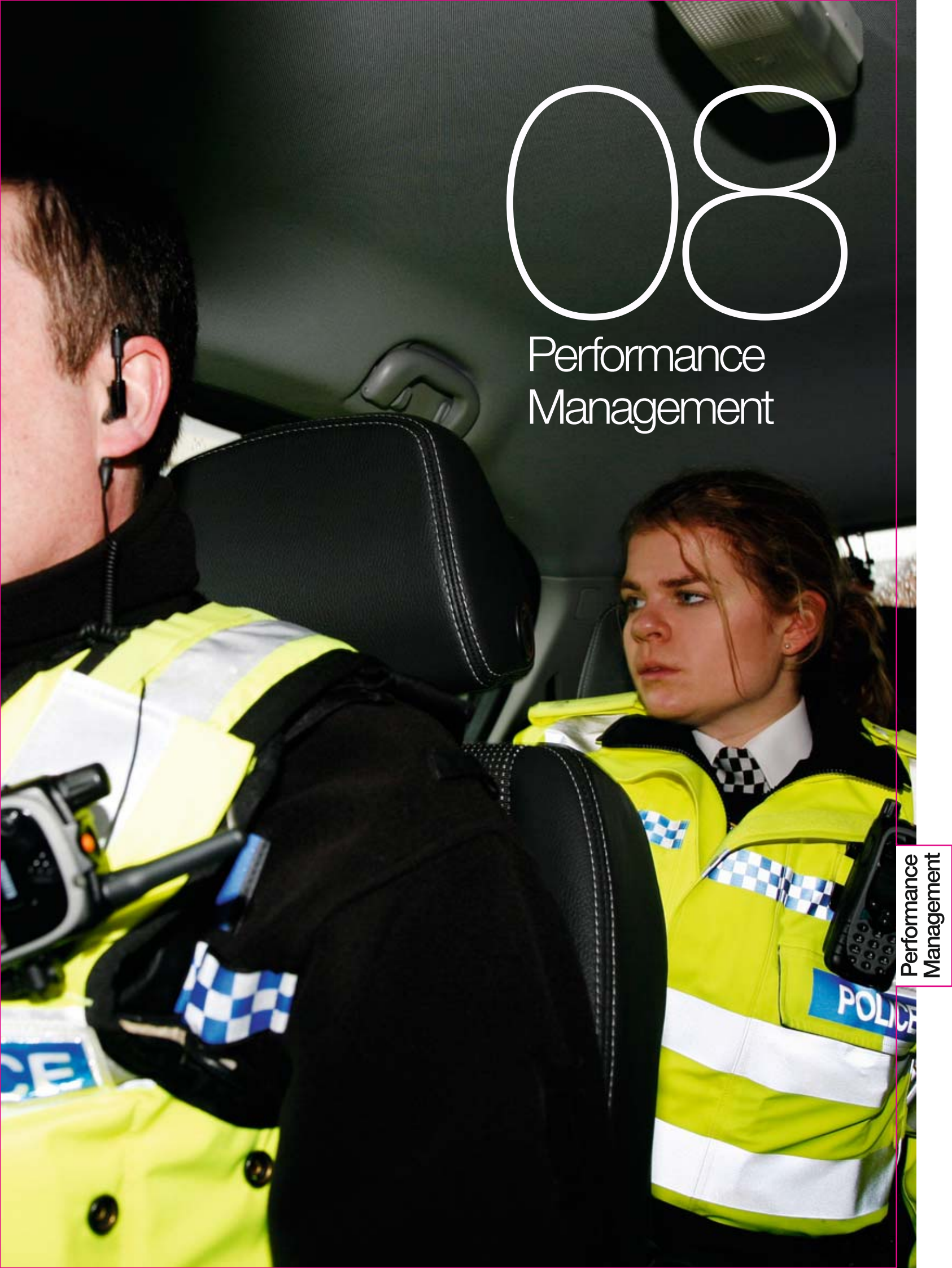
7.5.1

In the development of this section of the National Strategy Implementation Advice, the following area was identified for further development:

- Forces should consider undertaking a strategic risk assessment of the Special Constabulary, covering for example the responsibility for matters such as preventive health care and insurance cover.

08

Performance Management



■ 8.1 RATIONALE

8.1.1

In order for the consistent, tangible benefits of the Special Constabulary to be maximised, forces need to measure what they do and what outcomes they deliver. By having a strong performance management framework that encompasses the Special Constabulary, the following benefits can be achieved:

- Increased value for money from the Special Constabulary.
- Improved performance from the police service.
- Increased recognition of the effectiveness of the Special Constabulary.

8.1.2

Effective performance management should:

- Engender support for the continued development and growth of the Special Constabulary.
- Ensure that performance management processes for the Special Constabulary are fit for purpose, that they require minimal administration and that they are sufficiently robust to be interrogated for internal and external audit purposes.

- Ensure that success in supporting police service performance, public satisfaction, public confidence and community engagement can be evidenced with a straightforward and realistic set of measurements that identify both value and return on investment.
- Support forces in demonstrating effective use of the Special Constabulary in inspections by the HMIC, providing standard national level data but also being sufficiently flexible for local indicators.

■ 8.2 GOOD PRACTICE – SPECIAL CONSTABULARY PERFORMANCE MANAGEMENT

8.2.1

The selection of performance measures should reflect force and local priorities to align resources and deliver identified outcomes. A set of suggested performance indicators (force level indicators unless otherwise noted) for the Special Constabulary is shown in the table below. These currently reflect activities rather than outcome measures, for example increased public satisfaction or confidence. See para. 8.5.1 for a related recommended area for development.

Performance Dimensions	Types of Measures
Financial Performance	<ul style="list-style-type: none"> • Cost of uniform and equipment • Cost of recruitment (reducing cost after first year) • Cost of initial and maintenance training • Allowances and expenses • Welfare payments
Activity	<ul style="list-style-type: none"> • Key Performance Indicators ideally split into a number of defined segments, for example: • Number of incidents where lead unit is SC • Number of incidents where SC is allocated support to lead unit • Number of arrests • Number of process files • Number of Crime Reports • Number and value of Fixed Penalties issued for non-RTA offences • Number and value of Fixed Penalties issued for Road Traffic offences • Number of Stops/Searches under S1 PACE or S44 Terrorism Act

Hours	<ul style="list-style-type: none"> • Number of check visits to licensed premises • Total hours performed* • Average of hours across activities • Analysis of BCU statistics (when placed against financial performance these can provide average hourly rate)
Training	<ul style="list-style-type: none"> • Non-operational hours devoted to supporting frontline capability • Overall percentage relative to operational hours
Human Resources	<ul style="list-style-type: none"> • Welfare matters, including injury • Joiners* • Leavers* • Transfers* • Diversity* • Disciplinary actions • % to regular strength* • Length of service
* Proposed service-wide measures, as opposed to force level only	

8.2.2

With regard to the volunteer nature of the Special Constabulary, the need to measure what volunteers do should be marketed to the force as a whole, and in particular, to the volunteers themselves. Forces that currently measure performance can identify with considerable clarity the best use of their volunteer officers and in return for some additional, well-invested funding, have ensured dramatically improved returns, especially around neighbourhood initiatives and the night-time economy, two examples where Special Constables can make a considerable impact.

8.2.3

The measurements should be consistent and mandatory. Monthly returns (with central returns at 31 March) will allow trends, and thereby adjustments, to be put in place in good time. One way to obtain this data could be to link the inputs to monthly expense claims (though not all Specials necessarily submit expenses). Aligning the Special Constabulary performance measures to the overall force performance measures should also enable analysis of the Special Constabulary contribution within the PPAF/APACS framework.

8.2.4

It would assist the benchmarking process if the same basic data were used by all forces. To this end, the following strata may assist:

- Primary Group – Statistics, such as total hours, required centrally that are driven externally by ACPO/NPIA and that change only at their behest.
- Secondary Group – Individual statistics, such as financial performance, that are pertinent to the host force and that inform corporate strategy.
- Tertiary Group – Flexible data set, such as activity analysis, that are required at a local/BCU level and that can inform performance indicators.

Surrey – Management Information Data

Since 2004/5, Surrey has been using a Management Information system specifically for Specials. The system is web based, allowing Specials to log on from home to book in for duties. The system records operational data such as hours worked, the type of duty performed and numbers of arrests and incidents attended. Monthly statistics are produced from the system to support the Special Constabulary Senior Management Team. Data is also produced to support BCU commanders and the force senior management team. The data has also been accepted as Activity Based Costing data (ABC), removing the need for ABC paper form completion.

Leicestershire – Management Information Data

Leicestershire uses the same management information system for Special Constabulary data as for the rest of the force. The data highlights activities and outputs, such as number of incidents attended, number of arrests made and hours worked on various deployments.

The information is used monthly by the Special Constabulary senior management team and supports the annual presentation on Special Constabulary performance to the Police

8.2.5

It is suggested that forces establish a Performance Management Framework that combines a set of core, service-wide measures, to be collated and held by the Home Office/NPIA, with additional local data requirements where needed.

■ 8.3 GOOD PRACTICE – QUALITY ASSURANCE MECHANISMS

8.3.1

To support the delivery and, more importantly, use of performance management within individual forces, quality assurance mechanisms at a force, regional and national level should be implemented.

8.3.2

At a force level, management of Special Constabulary performance should be aligned with overall force performance management to ensure Special Constabulary performance data is regularly captured, reported, analysed and acted upon with the same rigour as force performance data. This could entail fully integrating Special Constabulary data into the force performance data management processes, or ensuring Special Constabulary equivalent reports are compiled and reviewed by an appropriate body of Special and/or regular senior managers.

8.3.3

At a regional and national level, assurance mechanisms should include:

- ACPO Leads on performance management, in consultation with the ACPO Lead on Special Constabulary, to act as champions with chief officers as to the ongoing benefits of measuring the Special Constabulary.
- HMIC to include effective deployment of Special Constabulary in their relevant inspections, for example the forthcoming Citizen Focus and Neighbourhood Policing thematic inspection.
- NPIA to act as the custodian of the statistical database, providing timely and realistic adjustments to raise standards and market successful practice.

■ 8.4 GOOD PRACTICE – INDIVIDUAL PERFORMANCE MANAGEMENT

8.4.1

The performance of the Special Constabulary should be managed not only at a force level, but also at team and individual level.

8.4.2

Performance management at team level should align with that at force level, but with activity and outcome measures relevant to the team.

8.4.3

Individual performance management for volunteers is an area that requires a balance between the positive motivation and development aspects that individual appraisal can provide and the potentially demotivating impact. With Special Constabulary officers generally giving 16 hours a month, any individual appraisal system needs to be proportionate in terms of the time taken and the benefits to be obtained. The Training and Development section in this Advice document (Section 5) refers to the establishment of a Personal Development Journal. The Leadership section (Section 9) also refers to the evaluation and monitoring of individual performance.

8.4.4

It is suggested that forces ensure individual performance is monitored, evaluated and rewarded or subject to remedial action where necessary.

Kent, Avon & Somerset – Service Recognition

Kent Police issues Special Constables with tie pins once they achieve their independent status. A local senior officer at an evening event normally presents these pins. Family and friends are invited to the ceremony.

This serves to recognise and acknowledge the time, effort and commitment the officer has put in to reach independent patrol status.

Avon and Somerset award a 5-year service certificate to Specials to recognise their service and contribution to the police and public.

■ 8.5 PERFORMANCE MANAGEMENT AREAS FOR FURTHER DEVELOPMENT

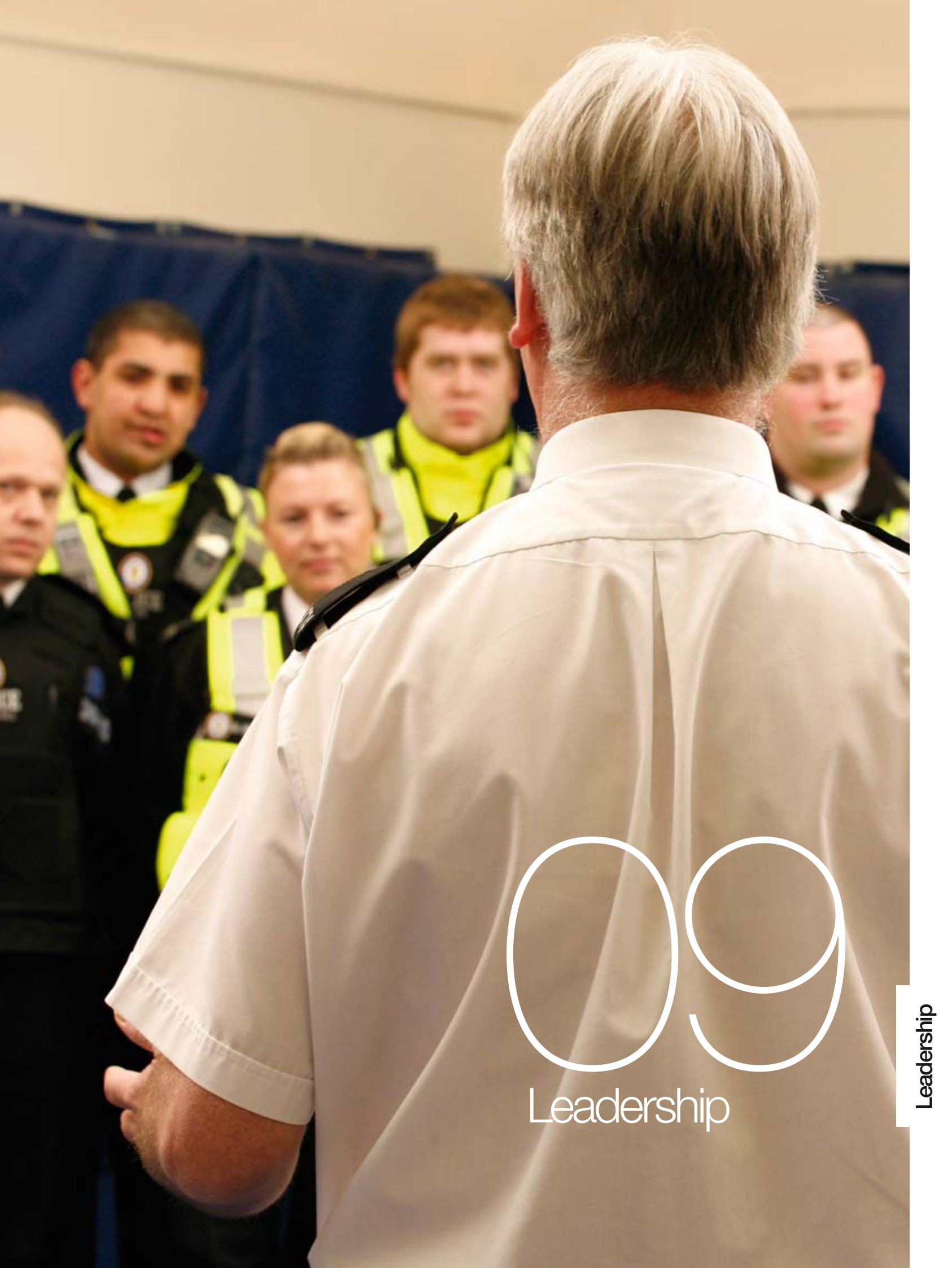
8.5.1

In the development of this section of the National Strategy Implementation Advice, the following areas were identified for further development:

- Refinement of the suggested Performance Indicator set to ensure outcome measures are incorporated for areas such as public satisfaction and public confidence.
- Development of a centrally held database, easily

accessible by all relevant parties, to enable Chief Officers to identify trends in Special Constabulary standards.

- Development of more detailed, practical recommendations with regard to the use of Special Constabulary performance management information within forces.
- Development of more detailed, practical recommendations with regard to individual performance management of Special Constables.
- Establishment of a balanced scorecard for Special Constabulary performance management. (A suggested balanced scorecard is shown in the Performance Management Appendix.)



09

Leadership

■ 9.1 RATIONALE

9.1.1

The overall aim of leadership within the Special Constabulary is to develop individuals who maximise the contribution of themselves and their colleagues and who, through their leadership, transform and inspire others.

9.1.2

The adoption of the proposed approach will help forces to improve performance particularly in key areas such as public satisfaction, public confidence and community engagement and provides a platform for equal development with regular officers and police staff of similar rank. The approach also provides a positive outcome for the individual and, where relevant, their employer, enabling them to maximise their experience with both the Specials and their own profession.

9.1.3

The proposed Leadership approach fits well within the Workforce Modernisation Agenda and would contribute towards eliminating some of the issues affecting retention and morale. Historically, leadership of the Special Constabulary has been seen by some as reserved only for the regular service, but there is a need to recognise that the Special Constabulary can help, if they are equipped and trained to take on leadership roles at all grades. Whilst this clearly has budgetary implications, the benefits outlined in this section are felt to be worth the investment.

9.1.4

If the concept of this Leadership section is adopted, the following benefits should be delivered to the organisation:

- High-quality leadership at all levels through continuous professional development.
- Increased performance and service delivery.
- Help with the management of change.
- Access to accredited training programmes.
- Knowledge at the highest level of leading-edge policing issues.
- Clarity and consistency with police service colleagues.

■ 9.2 GOOD PRACTICE – CORE LEADERSHIP

9.2.1

Traditionally the Special Constabulary has relied on an individual's personal knowledge and experience to perform at supervisory and management levels. The regular service's leadership style towards the Special Constabulary is geared towards achieving operational goals. This can have a negative impact on the Special Constabulary around matters of morale, motivation and retention, and forces should consider the appropriate mix of operational and 'pastoral' leadership provided to Special Constables. Special Constabulary supervisors better recognise the wider volunteer management needs and so are well placed to help the organisation achieve improved performance from the Special Constabulary. It is therefore appropriate to consider leadership development investment in the Special Constabulary supervisory and management ranks. Training in volunteer management for regular supervisors involved in operational leadership of Special Constables should also be considered.

9.2.2

Where regular and Specials supervisors work together, for example on Divisional Leadership Teams or Neighbourhood Policing Teams, anecdotally this has been considered a positive experience for all. Integration at these levels has a number of key benefits:

- It helps to demonstrate an inclusive approach in Neighbourhood Policing Teams.
- It creates an opportunity to share workload and responsibility.
- It provides a positive message to all that Specials are valued.
- At the senior level the inclusion of Specials in Divisional Leadership Teams and BCU decision-making forums should reap invaluable rewards for all concerned through interchange of experience and perspective.

Essex – Leadership – A Case Study

Essex Police Special Constabulary is led by a Chief Officer who is supported by a Deputy Chief Officer and two Assistant Chief Officers, who make up the Command Team. The team also includes the Specials Support Manager.

The Chief Officer and Chief Constable have regular meetings and each member of the Special Constabulary Command Team also has direct access with their equivalent portfolio holder from the regular Chief Officer Team. The Chief Officer also attends COMG (Chief Officers Management Group) on a regular basis. There is a standing invitation to all members of the Specials Command Team to attend and participate in all policy-making groups. This is in addition to attendance at the force strategy and performance conferences.

All ranks up to Special Superintendents are divisionally based. They are full members of the local Command Team and attend meetings as appropriate. On occasion these are held out of hours to facilitate their attendance. Information gained is devolved through the ranks by the Special Superintendents using their locally structured management teams.

The Special Chief Officer has the support of the Chairman of the Police Authority, and has been invited to speak directly at authority meetings. Likewise, a member of the Police Authority is invited to all Special Constabulary attestation ceremonies and also to the senior management meetings.

Members of the Specials Command Team and Special Superintendents have attended external leadership courses to develop their skills. These are being rolled out to other senior managers within the Special Constabulary. Internally these courses are supplemented by locally run supervisory, management and development courses, which help to prepare for suitable succession planning for divisionally based officers.

Suffolk and Bedfordshire – SC Chief Officer Involvement

The Suffolk and Bedfordshire Special Constabulary Chief Officers attend strategic force meetings for their respective forces, including determining force-wide training priorities and tasking and co-ordination resourcing decisions. The Suffolk Chief Officer attends the HR and Staff Liaison Committee of the Police Authority.

9.2.3

It is suggested that forces consider investment in the Special Constabulary supervisory and management ranks through personal development that includes leadership training.

9.2.4

It is suggested that Specials should be included in appropriate management teams.

■ 9.3 GOOD PRACTICE – LEADERSHIP DEVELOPMENT

9.3.1

The Core Leadership Development Programme (CLDP), produced by the NPJA and supported by the Home Office and HMIC, is now licensed to the vast majority of UK police forces. It encourages a style of leadership relevant to managing volunteers, being focused on developing them as people.

9.3.2

The programme offers flexible learning delivery (distance learning, workbooks, workshops) and studying the modules individually will create the opportunity to increase knowledge and skills in that topic area. However, modules can also be studied in predetermined groups, combined with additional assessment methods and developed into a nationally recognised qualification accredited through the Chartered Management Institute (CMI) and recognised across all industry sectors in the UK. CLDP is linked to a qualifications framework through the Chartered Management Institute, explained within the CLDP Participant Handbook^[5].

9.3.3

Subject to assessment, Accredited Prior Learning is an option within the CLDP/CMI qualification framework, and this should be considered as part of a Development Needs Analysis (DNA) to identify those who already have accreditations or

can evidence those skills and abilities required for leadership and management roles.

9.3.4

Matching the candidates to the right level of study/qualification and their current or potential rank is also important. A structure for this may be:

- Special Sergeant (or those aspiring to the rank) – CMI Certificate in Team Leading.
- Special Inspector (or those aspiring to the rank) – CMI Certificate in Management.
- Special Chief Inspector (or those aspiring to the rank) – CMI Diploma in Management.

9.3.5

The desired position would be that each of these levels could be used as a prerequisite for the next level of promotion or as a learning objective following promotion. Forces should also ensure that investment in leadership development is managed as a positive aspect of a Special Constable's career and does not unnecessarily dissuade potential promotion candidates.

9.3.6

Accreditation from the CMI reinforces the credibility of Special Constables and the employer of the Special Constable will see a distinct win-win situation for them, enhancing the likelihood of positive employer support to the Special officer. This also has a potential knock-on effect on the police service, reducing retention problems and providing skills that the employer, the Special Constable and the service will benefit from.

9.3.7

Those forces that do not utilise the CLDP and have their own systems will need to assess their existing leadership development programmes to see if they are suitable for the development of members of the Special Constabulary, if they are flexible in delivery and if any certification or qualification is recognisable outside the police service.

9.3.8

It is suggested that forces utilise the CLDP, supported by a Development Needs Analysis exercise, for leadership development of the Special Constabulary.

Eastern Region – Leadership Training

The Eastern Region jointly funded and supported attendance for senior Special Constabulary officers on a Leadership Development Programme at Wyboston. The weekend programme included transformational leadership, Myers-Briggs indicators, management of volunteers, a BCU commander perspective and Special Constabulary involvement in citizen-focused policing and critical incidents.

9.4 GOOD PRACTICE – SENIOR AND STRATEGIC LEVEL LEADERSHIP

9.4.1

Senior leadership development programmes delivered by the NPIA are appropriate for Special Constabulary Chief Officer and Superintendent ranks and would help to equip them with the knowledge and skills needed to deliver high-quality services within their organisations.

9.4.2

In a similar way to that recommended for the CLDP programme above, a Development Needs Analysis (DNA) should be undertaken to identify individual needs and assess existing accreditations against the skills and abilities required for leadership and management in these roles.

9.4.3

Attendance would then be on an identified range of managerial, leadership and organisational issues, all geared to delivering improved personal and organisational performance. It will also deliver the right skills to enable Special Constabulary senior managers to step up to the executive level.

9.4.4

It is suggested that forces use an NPIA senior leadership programme supported by a Development Needs Analysis exercise for Special Constabulary officers of Superintendent rank and above.

■ 9.5 GOOD PRACTICE – SENIOR COMMAND

9.5.1

The development needs of Special Constabulary Chief Officers require an additional element to those detailed above. Effective leadership development at the very senior level of the Special Constabulary can be enhanced by the opportunity to embrace key strategic command issues. This will help to enable senior Specials to join the debate and assist forces in developing their response to the changing policing environment.

9.5.2

The Wyboston Leadership Development Case Study reflects a training and development package aimed at Specials management. It is flexible and recognises the changing policing agenda, identifying key issues for Special Constabulary Leaders. It also encourages the student to develop a personal action plan for the future.

9.5.3

It is suggested that forces consider the Wyboston Leadership Development programme for Special Constabulary Chief Officers. This could be delivered on a regional basis. See Leadership Appendix A.

■ 9.6 GOOD PRACTICE – MONITORING AND EVALUATING PERFORMANCE

9.6.1

If the police organisation accepts the need for, and implements, relevant development of Specials, the Special Constabulary in turn must accept that there is a requirement to repay that investment through improved performance, assessed through relevant monitoring and evaluation systems. It must also be accepted that, where under-performance is identified, appropriate remedial actions should be available and used and appropriate recognition given for good performance. (See also Performance Management, Section 8.)

■ 9.7 GOOD PRACTICE – RANK STRUCTURE

9.7.1

ACPO commissioned research into the rank structure and titles used across England and Wales and issued guidance^[6] in August 2005 that recommended forces adopt the rank structure and titles used by the regular force. This guidance by ACPO, was intended to put in place a standard that gives clarity to grades and provides the Special Constabulary with a platform for modernisation.

9.7.2

Some forces, however, take the view that to truly integrate the Special Constabulary with the regular service, there is no need to retain so many grades within the Specials' structure. Some of these forces have dispensed with grades altogether. Whilst this may appear to be in line with the Neighbourhood Policing Agenda and Police Reform, this approach does not necessarily take into account the need for leadership and management from within the Special Constabulary to aid motivation and assist with the management workload, retention and overall effectiveness of Specials. Whilst recognising the core role of the Special Constabulary as visibly and positively engaging with the local community it is drawn from, through alignment with neighbourhood policing, the involvement of Specials should be part of the 'mixed economy workteam'.

9.7.3

The Special Constabulary rank structure can ease the management burden on regular supervisory resources. By giving each Special Constabulary rank the appropriate leadership training this will in many cases also go a long way towards taking the Special Constable into the higher levels of needs which all of us, both regular and Special, require: a sense of belonging, a feeling of esteem for a job well done, something to aim for, a sense of achievement leading to self actualisation (Maslow^[7]). Alternatively, this motivational need may be met by considering reward through

lateral development and specialisation. This aligns with the Workforce Modernisation work on career pathways, which seeks to reward both vertical promotion and lateral development and specialisation. The real aim should be to ensure the Special Constabulary contribution 'makes a difference'.

9.7.4

It is suggested that forces implement a rank structure for the Special Constabulary in accordance with the ACPO guidance of 2005^[6].

■ 9.8 GOOD PRACTICE – PROMOTIONS

9.8.1

The professionalisation of the Special Constabulary over the last decade has introduced a form of Promotion Board assessment for suitability (to perform in the role) in most forces. However, this assessment varies considerably from force to force. Home Office/NPIA guidance is supporting development of workplace-based assessment and in due course this approach may supersede current processes and will need to be taken into account when considering the advice in this document.

9.8.2

It is essential that those who hold rank in the Special Constabulary do so with the confidence that in the organisation's eyes, and those of colleagues, they are suitable to undertake the role effectively. A robust promotion process will help to ensure this is so and must take into account equal opportunities and diversity matters.

9.8.3

Assessment panels (where used) should consist of a mix from the policing family with suitable training and/or qualifications in assessment techniques. They should be held at times that are convenient to Specials (usually evenings or weekends) and applicants given sufficient notice to organise themselves and prepare adequately for the process.

9.8.4

The actual content of promotion boards/processes will vary for each rank but should always be assessed against the role profile/job description and reflect the expectations of the position.

9.8.5

A suitable model may be:

- Promotion to the rank of Special Sergeant – written application followed by formal interview.
- Promotion to the rank of Special Inspector – written application followed by operational briefing and formal interview.
- Promotion to the rank of Special Chief Inspector – written application followed by presentation and formal interview.
- Promotion to the rank of Special Superintendent / Chief Superintendent – written application followed by strategic presentation and formal interview.
- Promotion to the rank of Special Chief Officer ranks – written application followed by strategic presentation and formal interview.

9.8.6

It is suggested that forces consider holding promotion boards for Special Constabulary officers with the panel consisting of a mix of Special Constabulary members and force personnel and that suitability of the individual is assessed against the role profile/job description.

■ 9.9 LEADERSHIP AREAS FOR FURTHER DEVELOPMENT

9.9.1

In the development of this section of the National Strategy Implementation Advice, the following areas for further development were identified:

- Revisit the Leadership section in this Advice document in due course to ensure that there is a continued fit (where appropriate) with developments in the regular service leadership arena.
- NPIA to consider piloting the work-placed assessment model for promotion purposes for Specials, once established within the regular service.



10

Appendices

Appendices

10

■ 10.1 ABBREVIATIONS AND ACRONYMS

ACPO: Association of Chief Police Officers
APA: Association of Police Authorities
APACS: Assessments of Policing and Community Safety
APL: Accredited Prior Learning
ASCCO: Association of Special Constabulary Chief Officers
BCU: Basic Command Unit
CIM: Chartered Institute of Marketing
CLDP: Core Leadership Development Programme
CMI: Chartered Management Institute
COMG: Chief Officers Management Group (Essex term)
CPD: Continuous Professional Development
CTC: Counter Terrorism Check
DNA: Development Needs Analysis
ESP: Employer Supported Policing
HMIC: Her Majesty's Inspectorate of Constabulary
HR: Human Resources
IPLDP: Initial Police Learning and Development Programme
LPT: Local Policing Team
MPS: Metropolitan Police Service
NCALT: National Centre for Applied Learning Technologies
NIM: National Intelligence Model
NOS: National Occupational Standards
NPIA: National Police Improvement Agency
NPT: Neighbourhood Policing Team
NVQ: National Vocational Qualification
PCSO: Police Community Support Officer
PDJ: Personal Development Journal
PDR: Personal Development Review
PIRT: Police Initial Recruitment Test
PPAF: Police Performance Assessment Framework
QCA: Qualifications and Curriculum Authority
RPU: Roads Policing Unit
SNT: Safer Neighbourhood Team
SOLAP: Student Officer Learning Assessment Portfolio

■ 10.2 REFERENCES

- [1] Home Office Statistical Bulletin – Police Service Strength 13/07, 26 July 2007
- [2] Letter from Police Service Volunteers Section to Chief Officers, 05 November 2003, following Bramshill Good Practice Seminar, 04 October 2003
- [3] NPIA circular – Special Constables Eligibility for Recruitment, NPIA(WSU)(SC)(07), 26 February 2008
- [4] Home Office White Paper *Building Communities, Beating Crime: A better police service for the 21st century*, November 2004
- [5] Core Leadership Development Programme Participant Handbook, ref: NPIA-CLDP-PPH0507/1/1
- [6] ACPO paper from Peter Fahy, CC Cheshire, posted on ACPO Intranet, 25 May 2005, and Section 10 of ACPO Cabinet minutes from meeting 08 June 2005
- [7] Abraham Maslow: *Motivation and Personality*, published 1954

■ 10.3 RECRUITMENT

Part 1 Recruitment Form – Surrey

Please affix a passport size photo of yourself	<h1>Special Constable Application Form</h1> <h2>CONFIDENTIAL</h2>
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INSTRUCTIONS TO APPLICANT

- Please complete this form in black ink/ biro in your own hand writing in BLOCK CAPITALS
- If you have any queries when completing this form, please contact the Special Constabulary Personnel & Support Officer on 0800 3287597
- This form should be returned to:-
Personnel & Support Officer, Special Constabulary, Surrey Police Headquarters, Mount Browne, Sandy Lane, Guildford, Surrey GU3 1HG.

Personal Details

Eligibility

Current Last Name	Previous Last Name(s)
Forenames	Title
Name at Birth (if different)	Date of Birth (dd/mm/yy)
Place of Birth	Nationality

To be eligible, you should:

- be a national of a country within the European Economic Area or, if a national of a country outside the EEA, have the right to reside in this country without restrictions
- have the right to live in this country without restrictions
- be over 18 years of age

Your occupation must not be included in our ineligible occupations list. (See leaflet enclosed.)

If you are not a British or Irish Republic Citizen, is your stay in the United Kingdom subject to restrictions?

Yes No Please supply evidence

Are you or have you ever been a member of the British National Party or similar organisation whose constitution, aims, objectives or pronouncements may contradict the duty to promote race equality?

Yes No

Present address _____

_____ Post code _____

Work Tel. _____ Home Tel. _____

Occupation _____

Declaration

I offer myself for appointment in the Surrey Special Constabulary.

I certify the answers in this form are true and complete. I understand that if after my appointment to the Surrey Special Constabulary it is found that I have made any untrue statement I shall be liable to be dismissed.

Signature	Date
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- All Chief Officers of Police reserve the right to reject an applicant without giving a reason.

Convictions and Cautions

A Special Constable holds an office of trust and while any previous convictions will not automatically disqualify an applicant, they need to be given careful consideration. You are required by law to include all spent and unspent convictions under the Rehabilitation of Offenders Act 1974 (exceptions) Order 1975 or any involvement with civil or military police.

Have you ever been convicted for any offence or had formal cautions by police for any offence or any bind-overs imposed by any court? (Include traffic convictions and appearances before a court martial and any cautions as a juvenile.)

Yes No

If YES, please give details below

Date	Offence	Result (if Known)	Court/Police station involved

Have you ever been involved in a criminal investigation (whether or not this led to any criminal prosecution) or been associated with criminals?

Yes No

If YES, please give details below

--

Response Monitoring Information

Please confirm what prompted your application to Surrey Special Constabulary by circling appropriate item

Newspaper/Magazine advert	Newspaper/Magazine Article on Surrey Police	Radio/TV advert	Show, e.g. Surrey County Show	Other
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Please state name and date of publication/ broadcast / show / other

Equal Opportunities Monitoring Form

The Special Constabulary, and Surrey Police, are an equal opportunity organisation and are determined to ensure that no job applicant or employee:-

- a) receives less favourable treatment on the grounds of sex, marital status, sexual orientation, colour, race, nationality, ethnic or national origins; or
- b) is disadvantaged by conditions or requirements which cannot be shown to be justified by the requirements of the job.

We also seek to ensure that volunteers are not victimised or sexually harassed. In accordance with the Codes of Practice issued by the Commission for Racial Equality and the Equal Opportunities Commission, the Surrey Special Constabulary records the ethnic origin and sex of people who apply for appointment.

To implement and monitor the effectiveness of its equal opportunity policy the following information is required. The information you give will not affect your application in any way.

Please circle appropriate words

I am Male Female I am Married Single Divorced Widowed Other

I would describe my ethnic origin as:

This form will be treated in the strictest confidence and the information provided will only be used for monitoring purposes.

Information supplied to you is protected by the Data Protection Act 1988.

<input type="checkbox"/> White – British <input type="checkbox"/> White – Irish <input type="checkbox"/> White – Other White Background <input type="checkbox"/> Mixed – White & Black Caribbean <input type="checkbox"/> Mixed – White & Black African <input type="checkbox"/> Mixed – White & Asian <input type="checkbox"/> Mixed – Other Mixed Background <input type="checkbox"/> Asian or Asian British – Indian <input type="checkbox"/> Asian or Asian British – Pakistani	<input type="checkbox"/> Asian or Asian British – Bangladeshi <input type="checkbox"/> Asian or Asian British – Other Asian Background <input type="checkbox"/> Black or Black British – African <input type="checkbox"/> Black or Black British – Caribbean <input type="checkbox"/> Black or Black British – Other Black Background <input type="checkbox"/> Chinese <input type="checkbox"/> Other Ethnic Group (*please specify) *
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Special Constable Application Form

CONFIDENTIAL

Instructions to Applicants

- Before completing the application form, please read all questions carefully.
- Answer all questions as fully as possible. Put NIL or N/A where appropriate. Insufficient information will cause a delay in processing your application.
- Please complete this form in ink/ biro in your own hand writing, in BLOCK CAPITALS.
- If you have any queries when completing this form, please contact the Personnel & Support Officer for the Constabulary on 01483 482279, who will be happy to help you.
- Completed application forms should be returned to:
Personnel & Support Officer,
Special Constabulary,
Surrey Police headquarters,
Mount Browne,
Sandy Lane,
Guildford
Surrey GU3 1HG
- All Chief Officers of Police reserve the right to reject any application without giving a reason.

Previous Address of Applicant

Please give ALL addresses where you lived for 3 months or more for the past 10 years. Use a continuation sheet if necessary.

Full Address	Approximate Dates	
	From	To

Family Details

Use a continuation sheet if necessary.

	Full Name	Address and Postcode	Date and Place of Birth
Yourself (Name at birth if different)			
Spouse/partner (Name at birth if different)			
Mother/step-mother (Name at birth if different) Delete as applicable			
Father/step-father (Name at birth if different) Delete as applicable			
Brother(s) and sister(s) (including names at birth if different at present)			
Children (including step-children) (including names at birth if different at present)			
Person(s) living at your address e.g. lodger (including names at birth if different)			
Parents of spouse/partner (including names at birth if different)			

For security reasons our recruitment process requires us to search for any criminal convictions or cautions recorded against the people listed above. You must advise them that these enquiries will be made. In the event that your application for appointment as a Special Constable is refused as a result of these enquiries, the consent of the individual concerned will be required before any further details can be given to you.

Signature of applicant _____

Employment History

Present Employer / College / University

Your present employer/head teacher will be contacted for a reference.

Name and full postal address of your present employer/college/university	Position held	Date started

Please write a brief description of your present duties/responsibilities in relation to our ineligible occupation policy.

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Particulars of Previous Employment

Please give below particulars of your employment during the past 5 years (including periods of unemployment). Some of your previous employers may be contacted for references.

Name and full postal address of employer	Position held	From-To	Reason for leaving

Voluntary Service

(E.g. Citizens Advice Bureau; Youth Clubs; Justice of the Peace; Member of Local Authority etc).

Nature of duty	Position held and main responsibilities	Dates from/to

Police Service

Please give details if you have ever applied, or are in the process of applying, to any other Police Forces. Details of previous applications to the Special Constabulary or the Regular Constabulary for each Force should be included.

	Cadet	Regular Officer	Special/Parish Constable	Civilian Staff
Application Date				
Result (if ongoing, please write "on going")				
Period of Service				
Reason for Leaving				

Service in H.M. Armed Forces

I have served / am serving in the Royal Navy / Royal Air Force / Royal Marines / Army / Territorial Army

No. _____ Rank or Rating _____ From _____ To _____

Reason for discharge _____

Corps or Regiment (please supply full postal address and name of commanding officer) _____

Give full details of reserve liabilities _____

Service character assessment _____

Financial Declaration

We request the following information, so that we can identify if your financial position might / might not compromise you as a Special Constable. Please be aware that providing the following financial information does not automatically preclude you from joining the Special Constabulary as every financial situation is dealt with on an individual basis. Should you wish to discuss any matter further please contact the Personnel and Support Office on the front of this form.

a) Existing Loans and Credit Arrangements

Please enter details of all existing loans you have from banks, building societies and/or financial houses, including any mortgage or hire arrangements. Include all existing credit card arrangements, i.e. Access, Visa, Store accounts etc.

Name of Lender/Company	Amount outstanding	Monthly payment	Are you in arrears? (if yes, indicate amount)

b) Debt/Arrears

Have you any unpaid debts?

Yes No

Enter details of any debt, including business debt, insolvency arrangements and any accounts CURRENTLY IN ARREARS (not shown above) e.g. Gas, Electricity, Telephone, etc.

Name of company	Amount in debt/arrears – (£)

c) Court Action

Is there now or has there previously been any Court Action taken against you for any debt, or has a Court/Tribunal judgement been made against you? Yes No

If YES, please give details:

d) Bankruptcy

Are you now, or have you ever been, a bankrupt? Yes No

If YES, please give details:

I consent to the Surrey Police Service undertaking such financial checks as are necessary to verify my financial status. I understand that all such information will be treated in the strictest confidence. I declare that all the statements I have made are true and complete to the best of my knowledge and belief.

Signature of Applicant: _____

Date: _____

If there is anything else not covered by this form that you would like to be taken into account when your application is considered, please provide details here.

Declaration

I declare that all the statements I have made in this application are true to the best of my knowledge and belief. I have completed the form myself. I understand the terms I have signed to in the Financial Declaration and that any offer of appointment will be subject to satisfactory security clearance, a medical clearance and continued good conduct.

I understand that if I am appointed, I will need to sign and be bound by conditions of Service for the Special Constabulary. I realise that these will be those currently in operation under the relevant regulations and that they are subject to change from time to time without notice by the Home Office.

Signature _____ Date _____

Information supplied by you is protected by the Data Protection Act 1998. Information is only used within Surrey Police and is not disclosed outside the organisation.

Assessment Process – Surrey

Candidates carry out:

1. **Written Assessment** – presentation, sentence structure, ease of understanding
2. **Verbal Autobiography** – creativity, content, verbal communication, non-verbal communication, stress free
3. **Talk About** – creativity, content, verbal communication, non-verbal communication, stress free
4. **Group Exercise (20 minutes)** – creativity, concentration, oral communication, confidence, attitude to others, self-control, diversity
5. **Group Exercise 2 (20 minutes)** – concentration, oral communication, confidence, initiative, collation/ analysis, planning

Candidates are assessed on a one-to-one basis with a different assessor for each exercise.

If candidates pass the assessment they attend the fitness test the same day. The fitness test is the same as that given to the Regular officers.

■ 10.4 TRAINING APPENDIX

Initial Induction Training: Recommended Content

- Role and responsibilities of being a Special Constable (including dress code)
- Police Code of Conduct
- Personal achievement record / NVQ portfolio
- Introduction to the Criminal Justice system
- National and Local Policing Plans and Neighbourhood Policing
- Introduction to Victim Personal Statements
- Victim needs and management
- Discretion of offenders
- Statements and pocket notebook rules
- Caution, powers of arrest and prisoner searching
- Stop and Search, PACE
- Powers of entry
- Managing physical evidence and evidence gathering
- Penalty Notice for Disorders
- Diversity
- Minor traffic offences
- Fixed Penalty Notices
- VDRs, F200520 stop search forms, CLE2/8
- Arrest process
- Report on summons process
- Radio communications
- Personal safety training
- First aid training
- Theft, burglary, robbery
- Custody suite
- Crime management process forms
- Special Branch and NCR searches
- Public Order Act 1986 (sections 2, 3, 4, 4a, 5)
- Assaults
- Assault PC
- Criminal damage
- Racially and religiously aggravated offences
- Racial incidents
- Domestic violence
- Hate crime
- Introduction to intelligence
- Road traffic collisions
- Property other than found
- Statement taking
- Interview models
- Preparation for independent patrol

■ 10.5 PERFORMANCE MANAGEMENT APPENDIX

Most Cost-effective (Financial)

- Expenditure within budget
- Cost of ownership
- Return on investment

Most Focused (Customer)

- Response to demand
- Customer satisfaction/confidence
- Quality of service

Most Desirable (People)

- Recruitment
- Attrition
- Skills versus requirements
- Attendance

Most Capable (Processes)

- Training
- Resource capacity
- Fit for purpose
- Specialist skills

■ 10.6 SUMMARY OF SUGGESTED GOOD PRACTICE

Marketing

- It is suggested that each force develop a Special Constabulary Statement of Vision and Purpose that defines the roles, objectives and operating style of Special Constabulary for that force.
- It is suggested that each force maintain a separate Special Constabulary budget in order that the costs and benefits, effectiveness and efficiency of the Special Constabulary can be more readily monitored and managed.
- It is suggested that each force develop a marketing strategy and associated action plan, including a rolling plan for promotional activity.
- It is suggested that each force develop a library of evidence of the achievements of the Special Constabulary. This could include, though not be limited to, case study material and performance management reports.

Recruitment

- It is suggested that forces establish and adequately resource a dedicated function to support the recruitment of Special Constabulary

and give consideration to the establishment of dedicated roles for Special Constabulary recruitment and training.

- In summary, it is suggested that forces use a two-part application form for the Special Constabulary, with initial security check information gathered in Part One and CTC, financial and medical check information gathered in Part Two. CTC clearance should be completed by the end of Initial Training.
- In summary, it is suggested that forces use an assessment centre approach, rather than the PIR test, to confirm applicants' suitability for the role of Special Constable.
- It is suggested that forces use the regular service fitness test for potential Special Constabulary recruits.
- It is suggested that continual assessment is made during induction training and attestations are held at the end of the candidates' induction training.

Training and Development

- It is suggested that forces review their initial training content in line with the IPLDP and the suggested training content in the Training Appendix.
- It is suggested that National Vocational Qualifications (NVQ) and the Personal Development Journal (PDJ) are used as the basic core of ongoing development as this allows for Continuous Professional Development (CPD) and compatibility between forces.
- It is suggested that the time to complete the training is flexible depending on activity of individual Special Constables, but independent patrol status should be achieved within one year of appointment as a Special Constable.

Deployment and Tasking

- The National Strategy recommends those tasks that should be allocated to the Special Constabulary. They are neither prescriptive nor exclusive and are all considered to be well within the capability of properly trained officers. They are:
 - Crime reduction tasks (e.g. uniform patrol deterrent, bail checks).
 - Public reassurance tasks (e.g. incident response, uniform patrol).
 - Investigation of minor crime.
 - Anti-social behaviour.
 - Drink driving and vehicle checks.

– Automatic number plate recognition vehicle stops.

– Critical Incidents.

• This guidance document proposes the vision for the Special Constabulary as:

– The Special Constabulary should aspire to become a reliable, trusted and respected member of the policing family, with a role to play in every aspect of police service delivery, especially community engagement.

– The core role of the Special Constabulary is that of 'added value' support to the regular police service with one of the principal roles being visibly and positively engaging with the local community it is drawn from, through alignment with neighbourhood policing and the citizen focus agenda.

• The key issues for a force in ensuring Specials are deployed to the tasks recommended in the National Strategy are:

– How Specials are currently deployed and how this fits against the recommended target deployments and suggested vision and core role. What is the size of the gap?

– How Specials should be organised to meet the recommended target deployments, vision and core role.

• In implementing the strategy there needs to be a clear understanding that strategy and organisational structure are linked, but separate subjects. A common mistake is to decide the organisational structure and then try to develop a strategy. Experience from the private sector shows this approach to have a high degree of failure.

• This question of best fit in the organisation structure should be determined by the most effective way of managing deployment – and may need to recognise a difference between deployment on community engagement activity and deployment within specialist policing functions. Note that organisation structure design principles are based on setting the strategy and then organising to implement it.

HR Management

- It is suggested that forces review their professional HR support to the Special Constabulary and ensure it meets requirements.
- It is suggested that forces have a central co-ordination point or team for the Special Constabulary, with clear, defined responsibilities.
- It is suggested that a meaningful Exit Interview/ Questionnaire and process is compiled and used by all forces.

Performance Management

- It is suggested that forces establish a Performance Management Framework that combines a set of core, service-wide measures, to be collated and held by the Home Office/NPIA, with additional local data requirements where needed.
- It suggested that forces ensure individual performance is monitored, evaluated and rewarded or subject to remedial action where necessary.

Leadership

- It is suggested that forces consider investment in the Special Constabulary supervisory and management ranks through personal development that includes leadership training.
- It is suggested that Specials should be included in appropriate management teams.
- It is suggested that forces utilise the CLDP, supported by a Development Needs Analysis exercise, for leadership development of the Special Constabulary.
- It is suggested that forces use an NPIA senior leadership programme supported by a Development Needs Analysis exercise for Special Constabulary officers of Superintendent rank and above.
- It is suggested that forces consider the Wyboston Leadership Development programme for Special Constabulary Chief Officers. This could be delivered on a regional basis.
- It is suggested that forces implement a rank structure for the Special Constabulary in accordance with the ACPO guidance of 2005.
- It is suggested forces consider holding promotion boards for Special Constabulary officers, with the panel consisting of a mix of Special Constabulary members and force personnel, and that suitability of the individual is assessed against the role profile/job description.

■ 10.7 IMPLEMENTATION ADVICE PROJECT TEAM, 2007/8

- Project Executive – Martin Stuart, Deputy Chief Constable, Bedfordshire Police
 Project Manager – Carol Sheppard, Bedfordshire Police (contract staff)
 Project Assurance – Dave Stewart, Leadership Consultant
 Marketing – Andy Jones, Special Inspector, Bedfordshire Police
 Recruitment – Steve Baker, Special Chief Officer, Surrey Police
 Recruitment – Peter Howells, Special Chief Officer, Gwent Police
- Training and Development – Alan Richards, Special Chief Officer, South Yorkshire Police
 Training and Development – Geoff Knupfer, Specials Chief Officer, Durham Constabulary
- Deployment and Tasking – Ian Miller, Special Chief Officer, City of London Police
- HR Management – Neil Burnett, Special Chief Officer, West Mercia Constabulary
 HR Management – Paul Smith, Special Chief Officer, Leicestershire Constabulary
- Performance Management – Paul Robinson, Special Chief Officer, Merseyside Police
 Performance Management – David Burgess-Joyce, Special Deputy Chief Officer, Merseyside Police
- Leadership – Nigel Green, Special Chief Officer, Bedfordshire Police
 Leadership – Buster Brown, Special Chief Officer, Devon and Cornwall Constabulary