

NATIONAL STRATEGY IMPLEMENTATION

Marketing Recruitment Training & Development Deployment & Tasking HR Management Performance Management Leadership

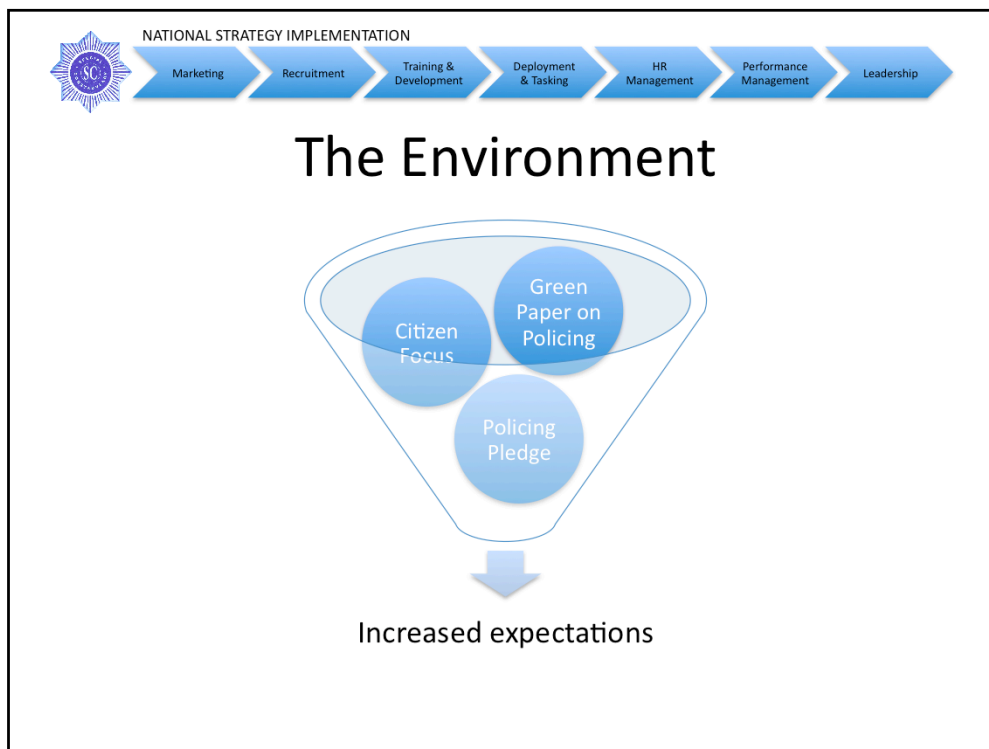
The Special Constabulary

" Could you.... do more?"

The aim of this presentation is to:

- 1) Highlight the sound business value the Special Constabulary can provide
- 2) Outline some key messages from two case studies – Wiltshire and Cheshire
- 3) Prompt force discussion in terms of what the Wiltshire and Cheshire experiences might mean for them
- 4) Raise awareness of the core products being delivered by the National Strategy Implementation Programme

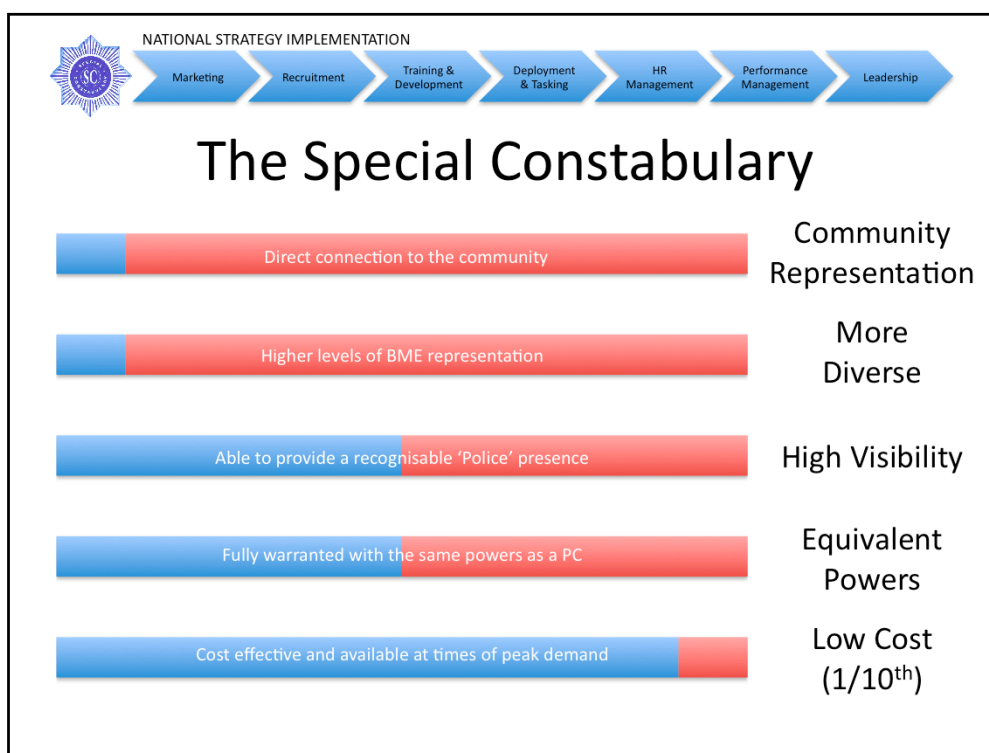
This is the first edition in what is intended to be a quarterly series.



The Government's Green Paper on policing – From the neighbourhood to the national: policing our communities together (July 2008), emphasised the already existing drive to strengthen citizen focused and neighbourhood based policing. Within an environment of financial pressure, forces are being asked to ensure they understand and address the public perception and satisfaction with their local policing service.



So, as always, forces have to balance their resources against the demand being placed on them.




The Green Paper talked about reducing red tape and included only two targets – increasing public confidence in the police service and increasing the number of Specials by over 5,000 to 20,000.

In considering the Special Constabulary as a resource pool that may help address the demand challenge, it is worth picking up on some key characteristics of a Special Constable:

- 1) In terms of community representation, whilst all members of the police service are themselves also members of the public a Special Constable could be said to be particularly community-minded. They have chosen to provide a community service voluntarily, in their own time. And as well as providing links to their social and geographical communities, many Special Constables are also employed in non-policing work and so bring a connection to people and business through their jobs. Special Constables, outside of their time on police duty, tend to be seen as a 'friend', 'neighbour' or 'work colleague' first, rather than as a 'police officer'. If these individuals are giving genuine, positive messages about the police service to those friends, neighbours, family and work colleagues, that is an excellent channel into increasing public confidence.
- 2) Nationally, the Special Constabulary is more representative of minority ethnic groups than the regular service. Statistically, at March 2008, 4.1% of the regular service were minority ethnic police officers, compared to 9% for the Special Constabulary. Again, in terms of getting genuine positive messages about the police service into minority ethnic communities, this is an excellent channel.
- 3) When a Special Constable is on visible patrol, in the eyes of the public, they are equivalent to a police officer.
- 4) And in terms of policing powers, as warranted volunteers, a Special Constable also has the same police powers as a regular officer.
- 5) But as a volunteer, the cost of a Special Constable is broadly around one tenth that of a regular police constable (£3 per hour compared to £30, based on 2006 figures).



Therefore a force's Special Constabulary has the potential to contribute significantly to helping a force meet demand.



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Deployment & Tasking

- Key points from Wiltshire & Cheshire Case Studies:
 - Strong ACPO support and leadership
 - Strong SC leadership
 - Working with the SC leadership
- Key questions to ask:
 - what force objectives are the SC supporting?
 - what organisation structure and resource level should the SC have in order to deliver?

It is recognised, however, that the effective leadership and deployment of the Special Constabulary does require some thought to ensure that the SC officers do get the opportunity to maximise the contribution they have the potential to make. The Special Constabulary, whilst a low cost, are not a 'no-cost' resource. They require budget to recruit, train and equip. And once in place, they require on-going training, expenses and management effort.

Wiltshire and Cheshire both went through exercises affecting leadership within the Special Constabulary and deployment patterns. The key lessons they learned were:

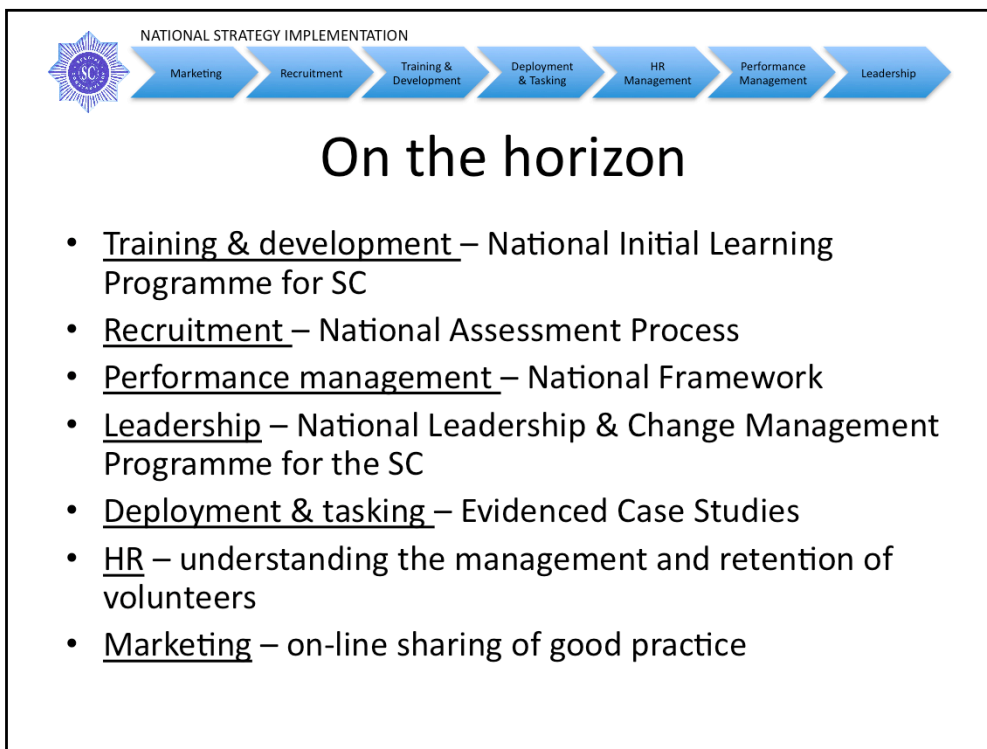
- 1) Strong, supportive and visible leadership from the force ACPO team makes a positive difference to the engagement of, and therefore duty hours undertaken by, the Special Constabulary.
- 2) Establishing strong leadership within the Special Constabulary and working with that leadership enabled change to be delivered much more effectively.

Wiltshire have increased their SC numbers by 50% (from approximately 100 to 150) in two months and have secured a 200% increase in their SC budget. Cheshire increased the average number of hours per officer by 20% (from 21 to 25) over a two year period.

The Wiltshire and Cheshire Case Studies are available separately, but for forces looking to learn from their experiences, two questions are key:

- 1) What does the force want the Special Constabulary to do?
- 2) How should the Special Constabulary therefore be organised, and what numbers and roles are required to enable achievement of their objectives?


Answering these and delivering the answers with the Special Constabulary, strongly led by ACPO, should provide the sort of successes that Wiltshire and Cheshire are seeing.



The SC National Strategy Implementation Programme is delivering a number of core products to support the work of individual forces and regions to implement the National SC Strategy.

The core products will be delivered over the course of the next nine months and include:

- 1) Development of a standard Initial Learning Programme for the SC. Project work is being undertaken by a joint NPIA / SCNSIP team with Forces currently being consulted on their views on the core curriculum. It is anticipated the course will be ready for piloting in January / February 2010 with a launch March / April 2010.
- 2) A standard Assessment Process for the recruitment of SC is being developed with piloting planned for September / October 2009.
- 3) Research work is underway to: revise the SC related ADR information for 2010/11; develop a simple set of national measures; and develop force guidance on recommended force measures to support performance management of the Special Constabulary. Proposals are due to be made to the ACPO SC Regional Leads by November 2009.
- 4) Work is also underway with the NPIA to explore development of a Leadership & Change Management Programme for SC members. The current aim is to have a course available from March 2010.
- 5) Case studies evidencing the impact of the Special Constabulary are being developed, with publication targeted for September 2009.
- 6) Research work is also underway to look at factors affecting retention and to identify good practice with regard to the HR management of the Special Constabulary. The results of the retention research are expected in September 2009.
- 7) Case Study material and other sources of useful information will be published on-line. It is anticipated the mechanism for this will be in place by September 2009.



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The Special Constabulary

"Do more"

Finally, it is proposed that the Special Constabulary, in any force, is capable of doing more – if effectively led and deployed. It is hoped that this presentation has prompted some thinking about how the SC is currently used within your force, and also shows a summary of what is happening nationally with regard to Special Constabulary related developments.

How do you now feel about the idea of doing more with your Special Constabulary?