



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Constable

Date: 13 November 2014

SPECIAL CONSTABULARY

1. Purpose

1.1 The purpose of this paper is to inform the Business Co-ordination Board (“the Board”) to assist discussion surrounding the current and future direction of the Special Constabulary within Cambridgeshire Constabulary (“the Constabulary”).

2. Recommendation

2.1 The Board is invited to note the contents of the report.

3. Background

3.1 The Constabulary has a long and proud working relationship with the Special Constabulary. In the past twelve months we have, once again, seen fantastic levels of commitment skill and expertise from our volunteer officers, who have had a direct impact in protecting people and communities within Cambridgeshire.

3.2 The levels of dedication, effort and flexibility provided by our Special Constabulary are a matter of immense pride for the Force Executive. Nationally, Cambridgeshire is recognised as a pioneering service when it comes to engagement with the Special Constabulary, opportunities that are offered to officers, and the resources that the Constabulary invest into its Special Constabulary.

3.3 As the Constabulary continues the journey to achieve greater efficiencies with reduced resources, the Special Constabulary is subject to the same challenges. Devising how to totally embed members of the Special Constabulary in all aspects of the Service, providing efficient and effective policing to support the achievement of force priorities, whilst maintaining an attractive volunteering opportunity for individuals to make a contribution to policing and community safety, is of paramount importance.

- 3.4 There is no area of policing that cannot benefit from the support of the Special Constabulary and there should be competition for the services of the Special Constabulary from managers within the organisation.
- 3.5 Increasing the culture of inclusiveness across the police family in Cambridgeshire will lead to more effective use of all our resources. When Regular and Special supervisors and managers work together it helps to demonstrate inclusiveness, shares workloads and responsibilities, provides positive messages to all members of the organization and benefits from exchanges of experiences and perspective.

4. Current Position

- 4.1 The strategy regarding making the most effective use of the Special Constabulary has been that they would, working within Local Policing Commands, align its officers with the service delivery model of the Local Policing Area. Individual Special Constables would be allocated to primary and secondary shifts within the Local Policing and Regular Supervisors and managers would assume the responsibility for tasking, deployment and operational matters.
- 4.2 Local Special Constabulary supervisors and managers will focus on duties management, welfare and expenses. Local Special Constabulary supervisors will also perform patrol support and, at the requests of Local Policing commanders, be responsible for the planning, staffing and operational control of the policing of specific events.
- 4.3 The organisational vision is that such integration and management will achieve the highest return for operational policing through the deployment of trained professional volunteers.
- 4.4 This approach is consistent with the 2011-16 Special Constabulary National Strategy which requires duty planning, tasking and deployment to be effective as it can be. In addition, the Special Constabulary is to be an integral part of force resource planning with Specials undertaking a wide range of operational tasks.

5. Recruitment and Retention

- 5.1 There are currently three intakes of Specials per year, with a maximum number of 32 Specials per intake. This currently sets a limit of 96 on the number of Specials that can be recruited over a 12 month period due to the planned number of intakes and the planned number that can start on each intake due to the required resources for the probationary period.
- 5.2 Despite a healthy number of applications per recruitment campaign, target figures for each intake have not consistently been achieved as only a small number of candidates successfully complete the recruitment process.
- 5.3 Previous cost benefits analysis of the Special Constabulary within Cambridgeshire has recommended that rather than increasing the number of Special Constables the focus should be on retention and increasing productivity among the existing Specials - particularly those Special Constables who do not currently achieve the minimum voluntary duties per month. Specials are however unpaid volunteers and increasing productivity and/or duty time may be a challenge. Some of the suggestions put

forward in previous reports to the Specials Management Board may address the issues of retention, and may increase productivity assuming that Special Constables can be better engaged and can work in a more structured, aligned and supportive environment with increased opportunities for specialism.

6. Deployment

6.1 Deployment of Special Constabulary resources is, in most cases, currently the responsibility of management on Local Policing Areas. Using the policing priorities of:

Responding to local concerns

Investigating Crime and protecting the most vulnerable

Staff Professionalism

Keep people safe in their communities

6.2 On a weekly basis the management teams in Local Policing Areas decide on the tactics to best manage risk and resources in that area. The tactics are decided on the current intelligence picture within the area. Where an area includes rural districts within their boundaries then Special Constabulary resources can be deployed to villages or Parishes as needed. Such a deployment will be based on the professional judgement of the Constabulary's local management teams.

6.3 The Special Constabulary is currently trialling a Rural Special Constabulary Team, focussing on rural crime and issues across the County. The pilot has only just commenced (in the rural areas around Peterborough), but it hoped that this initiative will strengthen Constabulary links with rural communities and offer an area of specialisation for those interested in joining the Special Constabulary.

7. Specialisations

7.1 Currently we have Special Constables serving in our Roads Policing Unit, Dog Section and Public Protection Department. We have agreed that there will be opportunities for Special Constable specialisation in the following areas: Domestic Abuse Investigation, Adult Abuse Investigation, Child Sex Exploitation, Missing Persons, Hi Tech Crime Unit, Multi Agency Referral Unit, Public Protection Unit and the Confidential Operations Unit. We are in early stages of negotiations regards placements within Major Crime and Counter Terrorism and Domestic Extremism.

7.2 It is the intention to develop further areas of specialisation to provide extra expertise and capacity to the organisation and to provide a career structure for members of the Special Constabulary. The ambition in developing these specialisations is to provide an attractive volunteering opportunity that will make Cambridgeshire the Special Constabulary of choice in our region.

8. Diversity

8.1 One of the enablers of the National Special Constabulary Strategy is that the Special Constabulary reflects the demographic makeup of the community of Cambridgeshire.

- 8.2 Sadly this is not currently the case in Cambridgeshire with female officers and officers from a black and minority ethnic (BME) background being underrepresented.
- 8.3 The Constabulary has an equality objective to shape recruitment, retention and progression activity (including positive action) to achieve a representative workforce.
- 8.4 To make best use of limited resources and to deliver specific progress against the Constabulary's Positive Action plan, a Positive Action Officer has been recently recruited to:
- Develop initiatives to promote positive action in recruitment processes through a creative and innovative and up to date approach, in order to reach BME groups and ensure they are fully aware of the opportunities within Cambridgeshire.
 - Promote the Constabulary as an employer of choice within BME communities.
 - Increase confidence and promote inclusiveness by liaising with key individuals and attendance at events and meetings as required to ensure a high profile approach.
 - Research other organisations positive action initiatives which have proved successful in raising awareness of opportunities.
 - Raise awareness within the organisation and fully utilise and improve existing networks and links between internal and external contacts to promote effective communication channels.
 - Utilise recognised existing methods of contact from where the public contact us to promote recruitment opportunities
- 8.5 The Positive Action Officer has met with the Head of the Special Constabulary to devise a strategy to increase inclusiveness within the profile of the Special Constabulary, making it more reflective of the community as a whole.

9. Future Action

- 9.1 The Constabulary has been actively recruiting for new members of the Special Constabulary. At present we are holding at approximately 300 Special Constables. However, due to our recruiting drive approximately 44% of our Constable strength is probationers at differing stages of their professional development.
- 9.2 A significant proportion of our Special Constables join with a view to becoming a regular officer and this motivation adds to the churn of officers that resign from the Special Constabulary.
- 9.3 The short term ambition is to maintain an establishment of 300 whilst letting the workforce mature in their professional development. This will enable the officers to become more effective and efficient in delivering policing to support achievement of force priorities.
- 9.4 In the medium term we will seek to achieve an establishment of 300 Special Constables, but would seek also to redress the balance of the Special Constabulary between those wishing to pursue a career in the regular Constabulary, and those who already have a successful outside career and wish to follow a second career within the Special Constabulary. In this regard we wish to fully exploit the opportunities to expand

and develop the Employer Supported Policing programme within the County. The effective promotion of such a scheme will attract new members from outside the areas where we traditionally recruit and will also allow us to strengthen our relationships with the business communities of Cambridgeshire.

- 9.5 Targeted recruiting initiatives within appropriate communities will seek to recruit a workforce that is more reflective of the general community of Cambridgeshire.
- 9.6 It is accepted that successful recruitment opportunities will only pay dividends whilst we are able to retain the people we recruit. We believe the development of a vibrant career structure with the opportunities for specialist progression will play a major part in staff retention and will maximise opportunity for return.
- 9.7 In the future with the level of investment, training, opportunity and support, the Special Constabulary will be the Special Constabulary of choice within the region for persons seeking an attractive volunteering opportunity and to contribute to policing and community safety.

10. Recommendation

- 10.1 It is recommended that the Board note the contents of this paper.

BIBLIOGRAPHY

Source Document	
Contact Officer	Vic Kerlin, Head Of Special Constabulary, Cambridgeshire Constabulary