



## Report to the Warwickshire Police and Crime Panel

3<sup>rd</sup> February 2014

### Report on Warwickshire Police Specials

#### 1. Introduction and Purpose

- 1.1 This report provides an overview of the Special Constabulary in Warwickshire, as of January 2014. It contains information about the numbers of Special Constables, the rank structure, training provision and other processes in place to support the Special Constabulary. It also contains performance information, which gives an idea of the extent to which the Special constabulary contributes towards the policing of Warwickshire.
- 1.2 This report sets out the findings of an organisational opinion survey conducted within the Special Constabulary, the issues arising from that and provides an assessment of the arrangements in place to enable and support the increase in Special Constables required by the Police and Crime Commissioner.

#### 2. Strategic Intentions

- 2.1 Public satisfaction, public confidence and community engagement are critical aspects of the Alliance service delivery and performing well in these areas whilst managing resourcing constraints and priorities is a challenge for senior managers. It is therefore vital to achieve the full potential offered by the Special Constabulary in protecting the public from harm.
- 2.2 The Special Constabulary National Strategy and Implementation Advice was published in 2008 by the Association of Chief Police Officers (ACPO) and formed the backbone of national guidance and was followed in Warwickshire to ensure best practice was adopted. The Strategy identified areas of critical importance to the successful deployment of Specials.  
These were:
  - Vision and purpose
  - Clear financial management processes
  - Standardised training and nationally recognised accreditation
  - A performance management framework
  - Leadership development

2.3 The core of Specials, identified in the Strategy, was to give added value – not to replace regular officers but to enhance and support the delivery of policing services. It identified that one of the principal roles of the Special Constabulary should be high public visibility and positive engagement with the local communities, through alignment with neighbourhood policing. Warwickshire Police followed this national guidance by aligning Special Constables to Neighbourhood Teams – but also created a small team of Special constables who supported the Roads Policing Unit (RPU). A comprehensive guidance manual, which covered all aspects of training, deployment, recruitment and performance management accompanied the strategy. This has been the main guidance used in Warwickshire to inform and shape the management and development of Special Constables in Warwickshire.

2.4 The ACPO national strategy was updated in 2011 to produce a national strategic plan to cover the period 2012 – 2016. The national vision for the Special Constabulary was defined as follows:

*'The Special Constabulary is embedded within the Police Service providing efficient and effective to support achievement of force priorities. It is seen as an attractive volunteering opportunity for members of the public to contribute to policing and community safety'.*

2.5 The plan identifies the core deliverables, enablers and resources necessary for the vision to be achieved. The national plan is attached at **Appendix A**. The national plan is being implemented in Warwickshire and has been incorporated into the alliance design structure. A key part of that design is the allocation of Special Constables to every Safer Neighbourhood Team in the county, under the directorate and of Local Policing. The Alliance has built in support capacity for the development of the Special Constabulary in Warwickshire and West Mercia by creating the post of Volunteer Programme Manager and three Police Volunteer Coordinator posts.

2.6 The Special Constabulary Alliance Steering Group was set up in 2012 and meets on a quarterly basis. It is chaired by ACC Gareth Morgan and its membership includes the Specials Chief Officers in Warwickshire and West Mercia and senior representatives from departments. This group is responsible for co-ordinating and driving forward the development of the Special Constabulary, including the delivery of the national plan.

2.7 The Warwickshire Police and Crime Commissioner's Police and Crime Plan 2013 – 2017 contains an objective to significantly increase the number of Special Constables. This comes under the Commissioner's priority of empowering local communities to prevent crime and disorder. The target is to achieve an establishment of 400 officers by April 2016.

### **3. The Current Establishment of Specials and Future Recruitment Plans**

3.1 At the time of writing this report (December 2013) there are 253 Special Constables (all Ranks) in Warwickshire Police – according to data held on the ESIBS database. The establishment of Specials has increased in both North and

South Warwickshire since December 2008, when there were 197 Special Constables. See the table Fig.1 below for information on establishments year by year since 2008.

**Fig.1 Establishment totals**

	North	South	RPU	HQ	Total
<b>DEC-13</b>	135	112	1	5	253
<b>DEC-12</b>	130	123	8	5	266
<b>DEC-11</b>	115	109	9	5	236
<b>DEC-10</b>	89	90	9	5	193
<b>DEC-09</b>	82	81	9	5	177
<b>DEC-08</b>	98	84	10	5	197

- 3.2 In December 2013 there were 134 Special Constables who were 'independent' (trained and with sufficient experience to patrol independently, without a tutor) and 119 who were 'non independent' for the purposes of patrolling. This is an important factor in terms of the flexibility of deployment – and it is a current aim to achieve higher levels of independent patrol officers as soon as possible.
- 3.3 Annually, there is a 'turnover' rate of about 60 Specials each year – this has been a fairly constant figure over recent years – leading to a requirement to provide four initial training courses in Warwickshire each year. Special Constables leave the force for a wide variety of reasons, including taking up roles within the Regular Service, and moving out of the Warwickshire area.
- 3.4 The following diversity data applies to Warwickshire Special Constabulary as at January 2013. Recruitment policy is to promote joining the Specials in all sections of the community, to achieve a diverse Special Constabulary reflective of local communities.

GENDER

Male 191  
Female 88

ETHNICITY

BME 19  
Not Stated 3  
White 257

AGE

25 and Under 98  
20 to 40 119  
41 to 55 55  
Over 55 7

DISABILITY

No 123  
Not Stated 152  
Yes 6

#### 4. Structure of the Special Constabulary in Warwickshire

- 4.1 The Special Constabulary in Warwickshire is headed by Specials Chief Officer Glyn Gardner and Specials Deputy Chief Officer John Mills. Below this there is a Specials rank structure of Chief Inspectors, Inspectors, sergeants and constables. The numbers in each rank are shown in the table at **Appendix B**. The Special Constabulary ranks structure is configured to provide geographic coverage and Special constables currently report for duty at the main SNT stations across the county.
- 4.2 The ESIBs database was introduced in 2012 and has proved a very successful innovation, enabling the Special Constabulary to send emails and communicate via ESIBs about duties and training and to view requests from the force for Special constabulary Support. Specials can log their duties and respond to requests from the Force for them to come on duty for Special events and other duties. The system provides a useful database to record a range of information about the duties and hours worked by Specials and the types of activity undertaken. It is now much easier to arrange and plan duties – with the main advantage being that Specials can view the system from their home computer.

#### 5. Recruitment and Training

- 5.1 There are well-embedded processes for recruitment, assessment and training, including refresher training for Special Constables. In Warwickshire, there is a lead trainer for the Specials who is supported by members of the Learning and Development Team in delivering Foundation training and mandatory refresher training, including such topics as Officer Safety, First Aid, Stop and Search, Data Protection. The Special Constabulary also has a core of trainers who supplement the training programme.
- 5.2 In accordance with the PCCs objective to recruit more, additional planning arrangements have been put in place to enable with the additional recruitment of Specials required through 2014/15. This includes ongoing recruitment advertising activity, with additional dates factored in for training. The foundation training programme is planned over 10 intakes spread from January 2014 through to April 2015. Each intake is capable of taking up to 20 students (the current intake going through now has 17) and lasts for 16 weeks, followed by attestation. The training is held during the evenings and at weekends to enable students to complete the training without having to take time away from work.
- 5.3 Each student officer is issued with a learning and development portfolio (SOLAP) in which they record their training and developmental experience, which is regularly monitored by Specials supervisors and trainers. The evidence in the SOLAP provides the basis upon which it can be judged whether a Special Constable has achieved the required standard to perform the duties of a constable and whether they are capable of independent patrol.
- 5.4 A recent review of Specials development and training conducted by the Learning and Development Team has led to a newly adopted process for ensuring Specials achieve the required competencies at the earliest opportunity. This is

achieved by a process of assigning each Special to a patrol shift for a period of approximately three months – to provide them to deal with a range of incidents whilst crewed with a patrol officer – before they then join their posting on a Safer Neighbourhood Team. The process includes regular checking of the SOLAP by supervisors to ensure progress is being made. The requirements have been set out in the form of guidance issued to police and Regular officer and Specials supervisors. Please see **Appendix C**. The new Special Constable will become an integral part of a Safer Neighbourhood Team (SNT).

- 5.5 ACC Morgan has made it clear that no member of Warwickshire or West Mercia Police should be deployed to or asked to carry out a task for which they have not been trained.

### 6. Performance

- 6.1 The information in this section gives an overview of Special Constabulary performance in terms of the hours worked and the type of activity undertaken. The data used has been taken mainly from the ESIBs system.

#### Hours worked

- 6.2 Special constables worked a total of 63,900 hours in the calendar year 2012 and 65,602 in 2013. This is an average of 5,325 hours per month in 2012 and 5,467 hours per month in 2012 and 2013 respectively. Looking at establishment figures in those years this would mean an average of 20 hours per month for each Special constable in 2012 and 21.6 hours in 2013. See **Appendix D** for more detailed data concerning hours worked. The minimum requirement for Special constables is 16 hours per month and it can be seen, as an overall average, that this is being exceeded. The overall hours contributed by Special constables is therefore good.
- 6.3 Unfortunately, ESIBs cannot generate a report with dates/days when duties are performed. However, examination of the calendars of officers on ESIBs indicate that Friday, Saturday and Sunday nights are the most frequent periods of attendance, as might be expected. Officers do work during the week as well – and there are training nights, which take place during the week.
- 6.4 The notable events that Special Constables are always deployed to in large numbers include:
- Global Gathering
  - Bull Dog Bash
  - Operation Incentive.
  - Drink Drive Campaigns

#### Activity Totals

- 6.5 Activity totals for the Force during 2013 are summarised in the below table. The below activities have been chosen to give an example and this list does not include all of the activity types – for example training and other types of document submission – are excluded.

Fig.2 Activity totals

Activity	County total for 2013
ANPR related	603
Arrest – assist	896
Arrest – OIC	496
Crime reports	1230
Domestic incidents	932
EPI	841
Fixed penalty notice – disorder	82
Intelligence reports	229
Licensed premises check	156
Missing person report	226
PNC checks	6756
Statements	1346
Stop and search	1623
Stop check person	1340
Stop check vehicle	2664
Street caution – cannabis	144
Taskings RPU/IR/LI	1601
Taskings - SNT	5806
Traffic offence report	745

## 7. Opinion Survey

- 7.1 In order to help identify issues affecting Special Constabulary performance, an opinion survey was conducted for a three- week period in December/January 2013. A questionnaire was circulated to all serving Special Constables in Warwickshire via the ESIBS system and officers were allowed to respond anonymously and in confidence. A copy of the questionnaire and summary of findings is contained at **Appendix E**.
- 7.2 There were 31 respondents to the survey (a response rate of just over 11%) and there was a good spread of replies in terms of gender, length of service and location. See **Appendix F** for a profile of the respondents.
- 7.3 Some respondents gave information about what they considered to be barriers to performance. These have been very briefly summarised at **Appendix G**. The issues that appeared most frequently were related to training provision, achieving independent patrol status and access to police vehicles.
- 7.4 Some respondents gave information in response to a question about what improvements could be made. These have also been summarised and are listed at **Appendix H**. The recurring issues here related to suggestions to improve training/tutoring and improving communication between Specials and Specials supervisors. Regular team meetings were suggested as a possible way to do achieve this.

- 7.5 A question was asked in the survey asking why people had chosen to become Specials. Out of the total respondents, 46% expressed their reasons for becoming a Special is to contribute to protecting the community, 16% expressed their reasons for becoming a Special is to join the Regulars and 2% expressed their reasons for becoming a Special is that they enjoy new challenges, making roads safer or doing something different from the normal job. 36% did not respond to this question.

### **8. Conclusions**

- 8.1 Warwickshire Police has sound structures in place for the recruitment, training and deployment of Special constables. The alliance arrangements have incorporated the role and contribution of Specials into the design of the new policing model and the Special constabulary fits into the Local policing Directorate, aligned to SNTs. The development of Special constabulary performance is being driven forward in harmony with national guidance by the Specials Steering Group.
- 8.2 Adequate arrangements have been put in place to enable to significant increase in the number of Specials – especially in respect of recruitment and training. Robust plans are in place for this. There are a number of actions that still need to be taken to ensure the Force is making optimum use of Specials- identified by the Steering group, alliance project work and other work including the opinion survey – which are being actively taken forward.
- 8.3 Warwickshire Specials are making a good contribution. The hours worked are high and having steadily risen on previous years. Specials are being involved in a wide range of activities, which support core policing and protecting communities from harm. Specials contribute to a wide range of policing activity, including large force events. There is every reason to expect that the planned increase in Special Constables will result in a proportionate increase in the capacity of Warwickshire Police to focus resources on policing priorities.

### **9. Further Actions**

- 10.1 Further work to take matters forward will be led by the Specials Steering group. Key issues that the group are taking forward at the moment are 1) recruitment 2) deployment 3) identity (including uniform and equipment) and 4) training. Matters highlighted by this review which potentially provide opportunities for continued improvement include:
- Briefing Specials Inspectors concerning the new principles regarding SOLAP review and completion – with a view to offering support where needed.
  - Aiming to achieving a swifter progression to independent patrol status.
  - Improve the efficiency of deploying Specials when turning up for duty by providing regular supervisors with a weekly forecast of Specials duties for each SNT.
  - Examine the issues around availability and use of vehicles by Special Constables.

## Item 8

- Utilisation of the Home Office Special Constabulary manual (currently in draft format) and ensuring this available to supervisors and informs management decision-making.
- Continued implementation of the national action plan.
- Ensuring sufficient Airwave terminals are available for 1) training and 2) additional officers that will be available for deployment.
- Reviewing the methods of meetings/briefings and internal communications.

Michael Slemensek  
Chief Inspector  
25<sup>th</sup> January 2014



**APPENDIX A - SPECIAL CONSTABULARY NATIONAL PLAN**

*Vision*

The Special Constabulary is embedded within the police service providing efficient and effective policing to support achievement of force priorities. It is seen as an attractive volunteering opportunity for members of the public to contribute to policing and community safety.

Delivery of SC Strategic Plan

*Core Deliverables*

The Special Constabulary delivers policing in support of force priorities

Delivery of policing and community safety is enhanced by the active citizenship nature of the Special Constabulary

The Special Constabulary is effectively led

Inclusive, dynamic and focused approach that balances national consistency with local flexibility.

*Enablers*

Skills and knowledge are developed and managed

- Common standards in place
- Officer skills are evidenced
- External skills recognised

Duty planning, tasking and deployment is effective

- Operational need is balanced with SC availability
- SC officers are integral part of force resource planning
- Consideration given to SC undertaking a wide range of tasks

Progressive culture, encouraging innovation and continuous improvement

- Good practice identified and shared
- SC contribution marketed
- SC profile reflects public
- Focus given to reward, recognition and retention of SC officers
- Effective performance management in place

Leadership is effective

- Volunteer nature respected and understood
- Development aligned to SC National Strategy
- Automatic consideration of SC perspective in decision making
- Volunteer leadership skills developed in SC officers, regular officers and paid staff

Making effective use of SC governance and delivery structures, including (but not limited to):  
ACPO SC Regional Leads Group;  
ASCCO;  
Regional SC meetings;  
SC National Consultative Group

*Resources*

Special Constabulary Officers

Forward looking, engaged, empowered, capable, accountable, understand their contribution and that of others

Regular Officers and Police Staff

Understand, value and actively seek to use the capability and contribution of the Special Constabulary

External Stakeholders

Understand, value and support the SC National Strategy and the contribution of the Special Constabulary

## APPENDIX B – RANK STRUCTURE

WARWICKSHIRE SPECIAL CONSTABULARY									
<b>NUMBERS BY RANK AS OF 31ST DECEMBER 2013</b>									
LOCATION	Chief Officer	Deputy Chief Officer	Chief Inspector	Acting Inspector	Inspector	Acting Sergeant	Sergeant	Constable	TOTAL
Leek Wootton	1	1			1		1	1	5
OPU					1				1
North Warwickshire			1	1		1	3	31	37
Rugby			1		1		4	17	23
Nuneaton & Bedworth			1	1	1	2	6	64	75
<b>NORTH TOTALS</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>13</b>	<b>112</b>	<b>135</b>
Warwick			1		1	3	3	55	63
Stratford					3	6	2	38	49
<b>SOUTH TOTALS</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>9</b>	<b>5</b>	<b>93</b>	<b>112</b>
<b>COUNTY TOTALS</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>8</b>	<b>12</b>	<b>19</b>	<b>206</b>	<b>253</b>

### GUIDANCE PRINCIPLES – REVIEW AND COMPLETION OF SOLAP

- Chief Inspector Neighbourhood Policing will notify Learning and Development (L&D) to which SNT each Special will be posted.
- At the conclusion of the Special's initial training, the special will be temporarily posted to a patrol team at a deployment base (default will be that this is the base nearest their home address).
- The special will be told by L&D during their initial training, which shift they will be allocated to work with and given details of the shift sergeant (and ideally their tutor).
- All sergeants who are due to receive new Specials will have been personally briefed by L&D representatives as to what the Student Officer learning Assessment Portfolio (SOLAP) consists of, its aims and how evidence should be recorded.
- The expectation is that the new special will only work with the shift they are allocated to. This is to ensure ownership of the special's development. This will be made clear to all Specials undergoing initial training. This measure is necessary to ensure that non-independent will not be despatched to attend and deal with incidents they have received no training for.
- Specials Inspectors will review the hours worked by specials under their policing area of responsibility. When the new special has completed 40 hours work, then the SOLAP will be requested by email by the S/Insp for review. Upon receipt of the SOLAP, the S/Insp is to review its contents and quality and send an email update to the L&D SPOC and the relevant Safer Neighbourhood Team (SNT) Inspector who manages the SNT team that the special will be returning to, after completion of the SOLAP.
- Specials single points of contact will be in place in all of the three training hubs within the alliance and all are happy to be contacted to give any advice and support the S/Insp require.
- Following review the S/Insp should grade the SOLAP in the following manner
- **Green** - The SOLAP contains regular updates of evidence. Evidence is included which is sufficient and valid. The evidence is signed off by the tutor/patrol sgt.
- **Amber** - The SOLAP does contain regular evidence but this is not well written and needs to be clearer/requires more detail to meet the standards required. There appears to be periods of patrol where no evidence is being recorded. In this case, the S/Insp should hold a meeting with the special to discuss and feed back to SNT Insp.
- **Red** - The SOLAP contains little or no entries. There is no evidence or the majority of evidence is poorly written and cannot be linked to the standards required. The S/Insp is to contact the L&D single point of contact to update and arrange a meeting with the special where the SOLAP can be discussed. The S/Insp should also update the SNT Insp of the situation.
- In terms of the next review, this will be set, based on the grading, as follows;
- Green - Another 40 hour review  
Amber - 30 hour review  
Red - 20 hour review.
- It is suggested that S/Insp create a simple matrix system to log the current position of specials under their responsibility.

**APPENDIX D - WARWICKSHIRE POLICE SPECIALS – HOURS RECORDED**

DUTY MANAGEMENT SYSTEM & ESIBS - HOURS RECORDED								
	dms	dms	dms	dms	dms	Esibs	Esibs	Esibs
	2007	2008	2009	2010	2011	2012	2013	2014
January	2162	1575	3086	3061	3422	2747	4908	
February	1860	2029	2836	3202	3882	5747	5814	
March	1975	2045	3370	4028	5383	6049	5336	
April	1723	2084	3156	4160	4156	5024	6134	
May	1813	2224	3474	3679	3351	5325	6428	
June	1838	1690	2727	3018	3249	5181	6283	
July	1637	2368	3505	3876	2846	6592	6472	
August	1517	2804	2880	2935	2534	5401	5844	
September	1827	2011	2924	2365	2352	5671	5108	
October	2111	3478	4024	4127	3435	5474	4814	
November	1972	1541	3274	3961	2687	5577	5023	
December	1550	2012	2783	3306	2915	5112	3438	
<b>Total</b>	<b>21985</b>	<b>25861</b>	<b>38039</b>	<b>41718</b>	<b>40212</b>	<b>63900</b>	<b>65602</b>	
<p>NB. The hours gathered under the old Duty Management System were not a true reflection of the hours performed due to that not all officers were accessing the system to record their hours. The new ESIB System came live in February 2012, which allows better access to officers to record hours. The hours performed by individual officers are monitored by line managers on a monthly basis.</p>								

BLANK OPINION SURVEY FORM

**WARWICKSHIRE POLICE  
SPECIAL CONSTABULARY OPINION SURVEY**

Dear colleagues,

The Special Constabulary makes an enormous contribution to policing the streets of Warwickshire. I am carrying out a review of our working practices and arrangements at this opportune time – as we are now 1) two months into the new policing model and 2) and we are working hard to increase the numbers of Special Constables in Warwickshire. It is therefore a good time to review how we are working and this will stand us in good stead for the future. I want to identify if there are any barriers to performance and to capture what works best - so we can share this, celebrate our successes and seek opportunities to continually improve.

I would appreciate your participation in the survey. Can you return your response to me by 2 January 2014. Your responses will be treated in confidence. You can send your reply to me using any of the following methods:

- 1) via ESIBS, or via email to the following email address  
[Sumbly.greenwood@warwickshire.pnn.police.uk](mailto:Sumbly.greenwood@warwickshire.pnn.police.uk)
- 2) print off your response and send it in the internal post to Chief Inspector Mike Slemensek, Warwickshire Justice Centre, Vicarage St, Nuneaton.

Please tick boxes where appropriate and feel free to write your views in the free-text boxes.

Your age: 20-35  36-50  51+

Gender: Female  Male

Where are you based? \_\_\_\_\_

How long have you been a Special in Warwickshire? \_\_\_\_\_

Are you authorised for independent patrol? \_\_\_\_\_

Overall - how satisfied are you with your current role? Please indicate your views in the following section.

	Very satisfied	Satisfied	Somewhat satisfied	Dissatisfied
Fulfilling your potential as a Special	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work ethic and morale within your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership you receive as a Special	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of communications from supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of support received from supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Regulars/Special)				

	Very satisfied	Satisfied	Somewhat satisfied	Dissatisfied
Level of support from colleagues (Regulars and Specials)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The variety of work you undertake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of training you receive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please signify below what are your reasons for being a Special Constable

- To join the Regulars
- To contribute to protecting the community from harm as a volunteer
- To gain transferable skills and experience
- Please write in other reasons that apply to you \_\_\_\_\_

Are there any barriers to you in achieving your goals and your full potential as a Special? Please explain below.

Do you have any suggestions or further comments to make?

Thank you for taking the time to fill in this opinion survey. I look forward to your responses.

**OPINION SURVEY RESULTS – PROFILE OF RESPONDENTS**

**Demographic profile**

**Age**

46% of the special are between the age 20-35  
40% are between the age 36-50  
9.6% between the age 50+

**Gender**

70% respondants are male  
30% are female

**Independent patrol**

66% of the total are independant patrol  
33% of them are non-Independent

**Responses by locality (where based)**

8 - Nuneaton  
5 - Leamington Spa  
4 - Stratford  
3 - Stratford Upon Avon  
3 - Rugby  
2 - Coleshill  
2 - Alcester  
1 - Southam  
1 - Shipston  
1 - Kenilworth  
1 - Warwick

**Length of service**

The length of service from all the Specials that we received the responses from ranges between: 1month to 20 years but the a average length of service is 4 years.

0-5 years :18

6-10 years : 9

11-15 years :2

16-20+ years : 2

**OPINION SURVEY RESULTS – LIST OF BARRIERS**

Each numbered comment represents each participant who responded to this section of the survey. Comments have been summarised for the purposes of this report – to give an overall indication of the type issues being raised. Many respondents gave very detailed answers – their responses are being fully considered as part of the work to continually improve and develop the Special Constabulary.

1. More driver training needed and access to vehicles in certain districts of Warwickshire.
2. More training would be better and skills are not transferable.
3. Improving the management of "on the job training" and development of Special using management hierarchy.
4. Improved organisation needed in allocating a shift following initial training.
5. Not enough contact with supervisors or meetings.
6. Problems with securing training when asked for.
7. More motivation needed from the force(s) or line management.
8. Issues around not being deployed to incidents and not having driver training.
9. More support needed from Specials senior management.
10. Communication difficulties with Specials and the Special Chief Inspector around work allocation.
11. More structure and support needed to become independent.
12. More driver training needed and team working could be improved.
13. Sometimes working relationships between Regulars and Specials need building up to ensure good team working.
14. Not enough shifts available to work.
15. Unable to get signed off as independent for long period of time.
16. Not as wide a range of different training as expected. Need more access to patrol vehicles.
17. More training needed.
18. More individual development opportunities needed.



### OPINION SURVEY RESULTS – SUGGESTIONS FOR IMPROVEMENT

Not all respondents completed this section. The list below represents only a brief summary of the issues raised by 19 of the respondents. The detailed responses are being considered as part of future work.

1. Training teams locally based are a good idea.
2. More focus by local supervisors on ensuring independence is achieved.
3. Understand and utilise individual skills and qualifications for the benefit of the force.
4. Opportunities exist to make better use of ESIBS.
5. Ensure there is a good infrastructure to support new intakes of Specials.
6. Organisation/supervisors to be as specific as possible about forthcoming duties and what they are.
7. Tutoring would be fantastic. This offers better contact and support for non-independent officers.
8. Training in speed gun and fast roads training should be taught by special trainers to a better level, and offering off road training (in 4\*4 drive) as part of the initial training to avoid backlogs. Also promote importance of SNT working more.
9. Put forward more training for the Specials to enable them to do more to help.
10. Issues relating to improving the style and content of training offered at week-ends.
11. Opportunities should be given to develop management talent within the Specials.
12. More structure and better management of resources would help improve things.
13. Allow more specialised training.
14. Specials should be given payment, a retainer in return for minimum hours on duty – this would increase duty hours.
15. Ensure help is given to get Specials signed off as independent.
16. Good training, resources and motivation are vital for the good performance of the Special.
17. Medium to long- term plan needed to meet the future training needs. More experienced tutor Constables needed for new probationers.
18. Frequent and regular meetings help with internal communication amongst Specials – these could be increased.
19. Regular meetings at the local base should be encouraged – to help one to get to know other team members and what is happening in the local area.

**APPENDIX I**

**OPINION SURVEY RESULTS – SATISFACTION LEVELS**

	Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	No Reply
	Score out of 30 (Percentage)				
Fulfill Your Potential	1 (3.3%)	8 (26.6%)	9 (30%)	3 (10%)	9 (30%)
Work Ethic	3 (10%)	5 (16.6%)	10 (33.3%)	5 (16.6%)	7 (23.3%)
Leadership	4 (13.3%)	2 (6.6%)	5 (16.6%)	12 (40%)	7 (23.3%)
Communication	4 (13.3%)	2 (6.6%)	7 (23.3%)	10 (33.3%)	7 (23.3%)
Support from the leadership	3 (10%)	6 (20%)	7 (23.3%)	8 (26.6%)	6 (20%)
Support from Colleagues	12 (40%)	7 (23.3%)	4 (13.3%)	1 (3.3%)	6 (20%)
Variety of Work Undertaken	2 (6.6%)	2 (6.6%)	6 (20%)	5 (16.6%)	15 (50%)
Quality of Training	6 (20%)	6 (20%)	4 (13.3%)	7 (23.3%)	23 (76.6%)