



## **'Career' Special Constables – Pathways & Development**

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**Hertfordshire Special Constabulary pilot project**



## 1. PROJECT SUMMARY

The pilot project aims to develop new improved 'pathways' and improved support and development for Special Constables, with a particular focus upon 'career' Specials.

By doing so the project aims to demonstrate improved experience, utilization and retention of 'career' Specials.

To achieve these aims, the project aims to trial a new and more systematic and holistic model of CPD, career discussions/appraisal, specialisms, pathways to leadership, and ongoing structured support for Special Constables.

## 2. KEY DELIVERABLES

The pilot project will develop and test:

- A new, structured framework for Special Constable support and career management. This new model of working will encompass initial training and development phase, CPD, appraisal, career planning, leadership succession planning and development, enhanced support, and specialisms.
- The new structured framework will in particular develop a much strengthened and more structured approach to delivering support and development beyond the point of gaining Independent Patrol status;
- The new structured framework will build in, with a consistency of standards and approach (e.g. purpose, criteria, training/competency, role definition, etc.), a number of business-led specialisms that Special Constables will be able to engage and develop within. Initially this specialisms work will focus upon five core areas:
  - o Safer neighbourhoods and problem-solving;
  - o Rural policing;
  - o Roads policing;
  - o Interventions and response;
  - o Safeguarding and cyber.
- The new structured approach will encompass a new model of leadership development across the Special Constabulary.

## 3. PROJECT RESOURCING/TEAM/COSTINGS

Project Manager: Detective Chief Inspector Stuart Orton, Hertfordshire Constabulary

Hertfordshire Constabulary will deliver the project, developing the new structured framework, new specialisms model and new leadership model. It will do so with design and development support from the IPSCJ.

An investment of £5k is to be made directly to Hertfordshire Constabulary, and is intended to be invested in project support.

£10k is funded via the PTF to support the IPSCJ to evaluate the pilot.

#### 4. TIMELINE

##### **DEVELOPMENT AND DELIVERY**

December 2017 – IPSCJ to facilitate Special Constabulary Workshop to agree overall model for the new framework, specialist pathways for development and delivery plans for the pilot project.

January-March 2018 – Design and development of new model. Identification of required resourcing (e.g. for training or equipment related to specialisms). Engagement with the business areas across Hertfordshire Constabulary to agree purpose and priorities (business need), roles, criteria, training, competency, etc. across specialisms. Production of detail in relation to the new model

April – September 2018 – Phased introduction of new model

October 2018 and onwards – Ongoing delivery and evaluation of new model. Agreement of future developments for the model.

##### **RESEARCH AND EVALUATION**

January 2018 – Data analysis, to benchmark current context within the Special Constabulary.

February 2018 – Establishment of longitudinal study research model, identifying cohort, data sets, methodology, etc. The longitudinal research study will systematically follow the life-course of Specials, in the context of the new structured model.

March 2018 – Commencement of longitudinal study.

March 2018 and onwards – Ongoing longitudinal study (it is envisaged this will be sought to be continued beyond the PTF period, with initial phase reporting early 2019 as part of the Pilot Evaluation Report).

September – December 2018 – Qualitative research with Special Constables, with particular focus on exploring their career experiences, their experience of specialisms, leadership development and the new structured framework.

June – December 2018 – Research study of resigning Special Constables.

September – December 2018 – ‘Learning workshops’, involving IPSCJ facilitated group discussions to establish initial learning from the project, engaging a range of different perspectives and stakeholders.

January – March 2019 – Production of Pilot Evaluation Report.

## 5. EVALUATION PLAN

The detailed evaluation plan will be developed during the initial design phases of the piloting work (January-March 2018).

The research and evaluation work in connection with the pilot will seek to address three key objectives:

- 'Process evaluation' to identify learning in relation to the implementation and delivery of the new model;
- 'Outcome evaluation', to seek to evaluate the effectiveness of the new approach
- To enhance the knowledge-base through insights-based research, to seek to develop enhanced understanding of Specials careers and experience, to better inform the development of future practice in respect of 'career' Specials, and improving the experience, utilisation and retention of Special Constables.

The key deliverables and timeline of the evaluation are set out in the section above.

It is hoped that funding and resourcing can be established to continue the longitudinal research element of the project beyond the initial PTF funded pilot period, as there would be considerable merit in delivering on this aspect of the research for 3-5 years, or indeed longer, to fully establish long-term effect and patterns in career journeys and experience for Special Constables.

## 6. PRODUCT

The pilot project will deliver and test a new structured approach to Special Constable development and support.

The project will produce:

- The new structured model, put into practice and evaluated;
- Pilot Evaluation Report;
- Key Learning and Guidance products based upon the delivery and findings.