

**N.B.** Divisional Actions are indicated in blue

<b>(A) SPECIALS</b>						
Key Areas: * Governance; * Recruitment and Retention; *Command and Supervision; * Training; * Communication; * Human Resources;						
A1	KEY AREA – GOVERNANCE					
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and date	✓
A1.1	Implement and Introduce a governance process	- Produce full management data for Special Constabulary	IM/PA	Dec 14	<b>Completed</b>	✓
		- Introduce a SC Strategic meeting, to manage, monitor and develop the Special Constabulary	IM/PA	Jan 15	<b>Completed</b> – Meeting held quarterly, chaired by ACC Bates	✓
		- Introduce a SC Tactical meeting, to manage, monitor and develop the Special Constabulary	IM/PA	Jan 15	<b>Completed</b> – Meeting held quarterly? chaired by CS Lee and SCO Airlie	✓
		- Introduce Regular / Special Command Team meetings within each BCU	PA	June 15	<b>Completed</b> – alongside the introduction of SC CIs into divisional SMTS	✓
		- Review current structures	IM/PA	March 15	<b>Completed</b> – 1 x SCCI 4/5 x SC Insp	✓
		- Assess staffing ratios	IM/PA	March 15	<b>Completed</b> – 1SCPS to 10 SC	✓
A1.2	Working Time regulations	- Review WTR Agreement	PA	March 15	<b>Completed</b> – WTR now on Dutysheet SC can opt in or out. This is monitored by Divisional supervisors	✓
		- Opt out to be signed by all Specials within the Force	PA	March 15	<b>Completed</b> – On Dutysheet	✓
A1.3	DutySheet	- Review current DutySheet costings	TS	March 15	<b>Completed</b> – Dutysheet contract renewed	✓
		- Identify 2 Super Users	IM	July 15	<b>Completed</b> – Administrators are SCCO and CiP Co-ordinators. SCCI and Training School SC Insp are super users	✓

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A1	KEY AREA – <b>GOVERNANCE</b>					
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and date	✓
<b>(A) SPECIALS</b>						
A1	KEY AREA - <b>GOVERNANCE</b>					
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
A1.3		- Provide DutySheet training	PA	July 15	<b>COMPLETED</b> - 7 <sup>th</sup> July 2015 – DutySheet attended HQ and delivered training	✓
A1.4	To ensure that the appropriate <b>policies</b> are approved and implemented, and that they are reviewed and revised as necessary	- Review Discipline Policy	IM	Oct 15	TBC	
		- Review Expenses Policy	PA	July 15	<b>Complete</b> – reviewed with finance and agreement made to stay the same	✓
		- Review current Expenses spend and audit process	IM	Oct 15		
		- Expenses awareness	IM	Oct 15		
		- Review Welfare Policy	IM	Oct 15	On-going – Attendance Unit now attend the Tactical SC meeting. Signposting to services and Big White Wall awareness circulated. Information included on SC induction. Consultation with Federation regarding the SC joining the Federation	
		- Review of current SC Policy documents	IM	Oct 15	On-going	
		- COG / Sign off	IM	Jan 16	TBC	
		- Develop a process for assigning mentors			Dec 15	On-going – working the process with divisional SMT. Action from SC SMT meeting 27/07 to align each divisional SC Insp with a regular Insp. Process to align SC PS and SC to be completed.

<b>(A) SPECIALS</b>						
Key Areas:      * Governance; * Recruitment and Retention; *Command and Supervision; * Training; * Communication; * Human Resources;						
A1	KEY AREA – <b>GOVERNANCE</b>					
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and date	✓
A1.5	Reality testing of SC project	- Internal review of last 12 months activity	IM/PA	Jan 16		

<b>(A) SPECIALS</b>						
A2	KEY AREA – <b>RECRUITMENT AND RETENTION</b>					
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
A2.1	Design and implement a recruitment strategy	- Agree a recruitment lead	LM	Dec 14	<b>Completed</b> – Louise Miller	✓
		- Scope the current recruitment process	IM	Feb 15	<b>Completed</b>	✓
		- Present recruitment gap analysis	IM	Dec 14	<b>Completed</b> – Step up model in place. Based on risk SC recruitment priority is to West and East division. Governance through SC Strategic meeting	✓
		- Design a recruitment strategy for 2015	IM/LM	Feb 15	<b>Completed</b> – Process now facilitated by HQ recruitment supported by divisions. 70 persons recruited in April, July and October filled in line with the ambition to reach 650 SC by 2017	✓
		- Special Constabulary skills assessment	JT	Jan 15	<b>Completed</b>	✓
A2.2	Develop and implement a recruitment strategy for career Specials	- Reengage with Tina Shelton – NW Co-ordinator	IM	Jan 15	<b>Completed</b>	✓
		- Profile existing ESP Specials	TS	Jul 15	<b>Completed</b>	✓

<b>(A) SPECIALS</b>						
<b>A2</b>	<b>KEY AREA – RECRUITMENT AND RETENTION</b>					
	<b>OUTCOME / OBJECTIVE</b>	<b>ACTIONS REQUIRED</b>	<b>OWNER</b>	<b>Date to be completed</b>	<b>CURRENT STATUS and Date</b>	<b>✓</b>
		- Identify future ESP employers	TS		On going	
		- Consider holding an ESP conference	IM/TS		TBC	
		- Recruit ESP Specials			On-going with Tina Shelton	
		- Review the forces ESP policy	IM/TS		On-going – ESP is currently being reviewed at a National level – awaiting update from Tina Shelton	
		- Assess specialist SC roles	IM/PA		On-going – Both Rural Crime and DASOU specialist SC roles are being established. Application process is underway	
<b>(A) SPECIALS</b>						
<b>A2</b>	<b>KEY AREA – RECRUITMENT AND RETENTION</b>					
	<b>OUTCOME / OBJECTIVE</b>	<b>ACTIONS REQUIRED</b>	<b>OWNER</b>	<b>Date to be completed</b>	<b>CURRENT STATUS and Date</b>	<b>✓</b>
<b>A2.3</b>	Develop and implement a Marketing and a communication plan	- Agree a marketing lead	Tracy Hargreaves	Jun 15	<b>Completed</b>	<b>✓</b>
		- Consider an internal / external marketing plan	TH/IM/PA	Oct 15	TBC	
		- Update website	IM		<i>On-going – Force website updated and current. Sherlock in development</i>	
		- Promote experiences of being a Special within the Organisation			<i>On going – National Volunteers Week, Give and Gain Day and 100 years of women in policing used as platforms</i>	
		- Maintain a National and regional profile			<i>On-going – Numerous articles submitted and used in the Specials Impact publication</i>	

**(A) SPECIALS**

**A2** KEY AREA – **RECRUITMENT AND RETENTION**

	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
A3.1		- Leaving but NOT joining the regulars	AD	Aug 15	Completed as above – exit interviews from the last 12 months reviewed. Leavers report completed.	✓

**(A) SPECIALS**

**A3** KEY AREA – **COMMAND AND SUPERVISION**

	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
A3.1	Agree role profiles	- Draft Sergeants profile	IM/PA	April 15	<b>Completed – and in use</b>	✓
		- Draft Inspectors profile	IM/PA	April 15	<b>Completed – and in use</b>	✓

**(A) SPECIALS****A2 KEY AREA – RECRUITMENT AND RETENTION**

	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
		- Draft Ch. Inspectors profile	IM/PA	April 15	<b>Completed – and in use</b>	✓
		- Design a Ch. Inspectors recruitment process	IM/PA	May 15	<b>Completed – x 3 SCCI recruited</b>	✓
		- Review Specials & Volunteers Co-ordinators profile	IM	Q4 2015	<i>On-going</i>	
<b>A3.2</b>	Create a selection / promotion process	- Design promotion process for Sergeants	IM/LM	April 15	<b>Completed</b>	✓
		- Design promotion process for Inspector's	IM/LM	April 15	<b>Completed</b>	✓
		- Design promotion process for Ch. Inspector's	IM/LM	April 15	<b>Completed</b>	✓
		- Plot promotion process alongside recruitment	IM/LM	OG	<b>Complete - Step up model in place alongside SC numbers</b>	✓
		- Assessment of suitability of current Supervisors	Div SMT	OG	<b>On-going in divisions</b>	

**(A) SPECIALS****A3 KEY AREA – COMMAND AND SUPERVISION**

**(A) SPECIALS**

A2	KEY AREA – <b>RECRUITMENT AND RETENTION</b>					
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
	OUTCOME / OBJECTIVE	ACTIONS REQUIRED	OWNER	Date to be completed	CURRENT STATUS and Date	✓
A3.4	Develop and implement a BCU Plan	- Develop a BCU Plan template – Consultation with BCU representatives	IM/ Div Ch. Insp		TBC	
		- Both Special and Regular – Agree a BCU Plan based risk	IM/ Div Ch. Insp		TBC	
		- Agree current demand within BCU	IM/ Div Ch. Insp		TBC	
		- BCU's to populate and agree plan of times and days when Specials are required	IM/ Div Ch. Insp		TBC	
		- Role force resourcing unit and SC to be clarified	IM	Sept 15	TBC	

<b>(A) SPECIALS</b>						
<b>A4</b>	<b>KEY AREA - TRAINING</b>					
	<b>OUTCOME / OBJECTIVE</b>	<b>ACTIONS REQUIRED</b>	<b>OWNER</b>	<b>Date to be completed</b>	<b>CURRENT STATUS and Date</b>	<b>✓</b>
<b>A4.1</b>	Training	- Review current training practices	DS	Jan 15	<b>Completed</b>	✓
		- Produce a revised training plan for 2015 in line with recruitment	DS	Jan 15	<b>Completed</b> - SC training now equipped to take 7-0 SC each quarter. SC training team reviewed and number amended accordingly.	✓
		- Review portfolio competencies	DS	Feb 15	<b>Completed</b> - SC competence portfolio reviewed and updated.	✓
		- Review driving policy	PA	May 15	<b>Completed</b> - SC can now drive all livered vehicles and transport prisoners if safe and legal.	✓
		- Review the CPD process	PA	Feb 15	<b>Complete</b> – process assessed as viable and loaded onto duty sheet. Now an integral part of SC supervisions role	✓



<b>(A) SPECIALS</b>						
<b>A5</b>	<b>KEY AREA – Miscellaneous</b>					
	<b>OUTCOME / OBJECTIVE</b>	<b>ACTIONS REQUIRED</b>	<b>OWNER</b>	<b>Date to be completed</b>	<b>CURRENT STATUS and Date</b>	<b>✓</b>
<b>A5.1</b>		- Wellbeing in the Special Constabulary	IM/PA		On-going – <i>Well Being awareness raised. One SC trained as a WB champion. All SC informed who divisional WB champions are</i>	
		- Review Specials retirement policy	PA	Jan 15	On-going	
		- Review insignia for Chief Officer	PA	Jan 15	<b>Complete</b>	✓
		- Review SC and the Gifts and Hospitalities policy			TBC	
		- SC and chipping of new warrant cards				
		- SC and alcohol test purchasing role	PA		<b>Completed</b> - <i>Decided at SC tactical that this process should not be business as usual for the SC due to conflict of interest. Rationale to be assessed based on divisional threat and risk profile.</i>	✓
		- Skills gap assessment of current SC	IM/PA			