



Home Office

ESP 
EMPLOYER SUPPORTED POLICING



EMPLOYER SUPPORTED POLICING

IMPACT REPORT 2019



FOREWORD



I am delighted to introduce the Employer Supported Policing (ESP) Impact Report, which has been designed to inform Forces of the outcomes of the ESP Research Project set up under the Home Office Transformation Funding awarded in 2018. This report also offers support and guidance for Forces who are aiming to increase their ESP activity or who are already driving the agenda proactively in their local communities.

Employer Support Policing is an effective partnership between employers, their staff, and the Police Service, devised to support Citizens in Policing in their voluntary duties, enabling them to increase public safety and confidence. In addition to promoting corporate social responsibility, the ESP Scheme offers organisations the flexibility to expand ESP into crime reduction initiatives, or other areas of policing, as the case studies within this report demonstrate.

Many of our Citizens in Policing balance their time between volunteering and their paid job, family and leisure activities. Employer Supported Policing is a great way for organisations not only to demonstrate that they are a responsible business but also to actively provide their employees with greater flexibility to support policing in the community through their voluntary role.

I hope you find this report useful and if you are interested in developing the ESP Scheme further please get in touch with one of the ESP team.

Assistant Chief Constable Andrew Slattery
Cumbria Police
Regional NPCC Citizens in Policing Lead for North West Police Forces
National NPCC Lead for Employer Supported Policing

THE HISTORY OF EMPLOYER SUPPORTED POLICING

The initial conception of police employee volunteering was originally used by the Metropolitan Police Service with their 'Shop Watch Scheme', devised to help increase their Special Constabulary recruitment numbers, utilise specialist skills such as banking and art expertise, whilst generally enhancing business partnerships.

In October 2009 the Metropolitan Police Service passed national responsibility for the Shop Watch brand to the National Policing Improvement Agency (NPIA), and the Employer Supported Policing (ESP) brand was born. An ESP Toolkit, promotional material, a register of businesses, and supporting scheme documentation were designed by the NPIA Regional Coordinators and shared with Forces to assist progression. The NPIA ESP Scheme had four options designed to encourage organisations and businesses, both large and small, to engage with the Police Service to support their staff who were Special Constables.

With the cessation of the NPIA in 2013, the Home Office took ownership of ESP and in 2016 approval was granted via the Citizens in Policing (CiP) National Programme Board to expand the ESP Scheme to include Police Support Volunteers, remove the four options and to have a new ESP definition. A positional report was written for ACPO in 2014 and comparisons can be drawn from this report to see how ESP has developed over the last five years*. In 2016/2017 work was commissioned through the CiP National Board for the ESP Toolkit to be revised to reflect the changes.

The outcome of this work resulted in a new Toolkit, as well as the introduction of the ESP Module on DutySheet, whereby practitioners in Forces could access live information on employers of Special Constables and Police Support Volunteers, run reports on employee volunteering hours and companies, input notes on current negotiations, which avoided duplication across Forces; the module also has a document library that hosts the ESP Toolkit and case studies for all Forces to access.

In 2017 Forces were invited to bid to deliver innovative projects relating to Citizens in Policing, and the North West Region submitted a bid to further develop Employer Supported Policing. The purpose of the project was to:

1. Innovate and test future models of ESP, including focus on:
 - Expanding ESP to more employers/volunteers
 - Enhancing benefits for employers/volunteers
 - Improving experience
 - Widening the scope for Police Support Volunteers and Volunteer Police Cadets
 - Enhancing recognition and communication
2. Further build the ESP evidence base

A number of activities have taken place which includes:

- Analysis of the ESP surveys issued to Forces
- Focus Groups with ESP Special Constables
- A business event where there was a facilitated session with attendees focusing on the benefits of ESP from a business perspective
- Inception of the National Development Network Group to share ESP good practice throughout England & Wales
- Collating case studies to support Forces with the progression of ESP

* <https://www.citizensinpolicing.net/wp-content/uploads/2019/03/eOPSICvUYk6UzgJNUfxlDppeDMLybjaN6wk3FXq.pdf>

CASE STUDY

TRAFFORD COUNCIL

Trafford Council already supported Special Constables by offering reduced Council Tax payments, which had been agreed back in 2012; there are caveats - the Special Constable must have completed 12 months volunteer service, must be liable to pay Council Tax, reside in Trafford and volunteer as a Special Constable in the Trafford Borough.

In 2016/17 Greater Manchester Police (GMP) were keen to encourage the Council to join the Employer Supported Policing (ESP) Scheme and give paid leave to their staff who are Special Constables. Trafford Council also wanted to have more Special Constables within the Borough and were prepared to support the Force by funding additional Special Constables over and above the then agreed establishment for the District.

A Trafford Executive Member and Corporate Director went out on an observation patrol to develop their understanding of the role of a Special Constable as well as being able to see the transferable skills Special Constables can bring back into the paid workplace.

A business case was submitted and the Council agreed that it would give its staff who are Special Constables an additional 10 days paid leave to either undertake volunteer police duties or training. It was also agreed to initially support funding an additional ten Special Constables on to the Division.

"We are delighted to be able to support our partners, the Police Service, by being part of this scheme, which adds to our employee benefits offer. It is great to see staff volunteering to make the community a safer place as well as developing new skills, which can also be applied to their roles with the Council."

Sara Saleh
HR Director

The ESP Scheme was promoted throughout the Council by the GMP recruitment team, together with serving Special Constables, which resulted in 10 applications; 8 were recruited. This gave the District an uplift of Special Constables from the set establishment, offering more police visibility and reassurance in the community.

Trafford Council were nominated for the National Lord Ferrers Awards and won the Employer Supported Policing Category in 2017.

Recruitment events continue to be held for Council staff, and currently there are another 5 applications being progressed.

Special Constable Karl Smyth is one of the Special Constables recruited under this partnership.

"I had not heard of the Special Constabulary until the GMP recruitment team visited my Council office in 2016, when the organisation joined the ESP Scheme."

The role very much appealed to me; I never had the opportunity to consider policing until it was, I felt, too late in my working life to contemplate. However, I learnt that you can join the Special Constabulary at any age, and the voluntary aspect suits my current life style and needs."

The ESP leave enables me to support policing activities within the daytime too, which provides an additional visible resource, and also gives me a different type of policing experience."



TRAFFORD
COUNCIL

CASE STUDY

ESSEX CHAMBER OF COMMERCE

Essex has the benefit of a really proactive Chamber of Commerce. When the Specials Supported Policing Coordinator from Essex Police initially met with the group in December 2017 it was evident that they saw all the benefits of Employer Supported Policing (ESP), particularly the skill share with police and commercial business training. They allowed the Specials Supported Policing Coordinator to present the ESP Scheme at many of their regular networking events.

The events have proven successful where the ESP presentation has been delivered to a group of business leaders who do not have Special Constables in their employ. In these cases, many have shown keen interest in the ESP Scheme and have allowed Essex Police to recruit in their organisations. This has ranged from a leaflet on a canteen noticeboard to allowing the recruiting team in for a full presentation to staff.

When businesses are approached where Special Constables already work, the fact that the support Essex Chamber of Commerce gives is promoted, and this has without doubt had positive influences on some decisions from organisations subsequently joining ESP.

Essex Chamber of Commerce have recently joined forces with Essex Police and the Essex Police Fire and Crime Commissioner to set up a business led board to work together to tackle crime against businesses across the county. It is planned to present ESP to the board in the near future.

The logo for Essex Chambers of Commerce is a red rounded rectangle with the text "Essex Chambers of Commerce" in white. The word "Essex" is on the top line and "Chambers of Commerce" is on the bottom line.

Essex
Chambers of Commerce

Better for business

THE CURRENT SCALE AND DELIVERY OF ESP

The development on DutySheet of a stronger national coordination of data in respect of ESP means that there is much more comprehensive data than has been the case in the past. There is still more work to be done to further strengthen the data quality and data management across ESP, but good progress is being made. The following short analysis looks across the current scale of ESP and the businesses and organisations currently engaged in ESP.

At the time of producing this report in March 2019, there were 280 organisations registered on DutySheet as being engaged in ESP: comprising of 40 police services, 104 other ESP registered employers, and 136 organisations which engage with ESP through in-house policies rather than being formally registered with ESP.

The table below tracks the recent trend in numbers. This information has not been captured further back historically, but will be on an ongoing basis going forwards to identify the trend through time across the ESP programme.

| | Number of ESP registered organisations | Number of total organisations engaged in ESP (including ESP registered and those with an in-house policy) | Number of Specials identified as employed by those ESP organisations |
|---------------|--|---|--|
| June 2018 | 95 | 240 | 1,349 |
| August 2018 | 120 | 256 | 1,386 |
| November 2018 | 134 | 263 | 1,376 |
| December 2018 | 136 | 271 | 1,395 |
| March 2019 | 144 | 280 | 1,376 |

As of March 2019, there were 1,376 Specials identified on DutySheet as being employed by one of those 280 ESP-engaged organisations and thus eligible to be supported by ESP. Those Special Constables were distributed as follows

| | Number of Special Constables | % of all Specials with an ESP employer |
|---|------------------------------|--|
| Employed by a police force ('internal' ESP) | 736 | 53.5% |
| Other ESP signed-up organisation | 222 | 16.1% |
| Organisation supporting through its 'in house' policy | 418 | 30.4% |
| All categories of ESP organisation | 1,376 | 100% |

The number of Police Support Volunteers engaged and supported through ESP remains much lower, with only 57 PSVs formally registered on DutySheet in March 2019. The ESP Scheme has grown largely framed around Special Constabulary roles, and as a result only approximately one in five ESP employers currently specifically reflect PSVs in their offer, albeit this figure in reality

THE CURRENT SCALE AND DELIVERY OF ESP CONTINUED

will be higher because many employer contexts are 'in house' volunteering policies which by default would embrace PSV roles in the same manner as Specials. As part of the wider national piloting work, Hertfordshire are piloting a small project to trial the engagement of non-Specials volunteers, to help develop learning for the future.

Across the 280 organisations engaged in ESP, there is a wide variation in the numbers of Specials employed by each organisation, as reflected in the table below. One in four ESP engaged employers have five or more Special Constables identified on DutySheet as being employed within the organisation. That figure is boosted by the majority of police forces (34 of the 40) having five or more police staff as Specials. For external organisations, 16.3% (one in six) of those organisations have five or more Specials registered as employees. At the other end of the scale, over half of the ESP organisations (55.7%, 156 of the 280) have one or zero Specials currently registered. Approximately a third of ESP organisations (33.2%, 93 of the 280) are currently 'dormant', in the sense that they do not have any Special Constables registered on DutySheet as being employed by their organisation.

| | 10+ Specials employed | 5-9 Specials employed | 2-4 Specials employed | 1 Special employed | Dormant (currently no Specials employed) |
|---|-----------------------|-----------------------|-----------------------|--------------------|--|
| Employed by a police force ('internal' ESP) | 30 | 4 | 3 | 1 | 2 |
| Other ESP-signed-up organisation | 3 | 7 | 23 | 38 | 33 |
| Organisation supporting through its 'in house' policy | 11 | 18 | 25 | 24 | 58 |
| Total - All categories of ESP organisation | 44 | 29 | 51 | 63 | 93 |
| % for all ESP organisations | 15.7% | 10.4% | 18.2% | 22.5% | 33.2% |

There remains a quite widespread variation in policy and practice across police forces in respect of their 'internal' ESP for Force employees. The table below summarises the current picture.

| | Special Constables | Police Support Volunteers | Volunteer Police Cadet Leaders |
|---------------------------------------|--------------------|---------------------------|--------------------------------|
| Internal policy in place | 41 | 6 | 11 |
| Currently reviewing policy & practice | 0 | 3 | 2 |
| Do not have an internal policy | 2 | 27 | 20 |
| No response | 0 | 7 | 10 |

Looking at the sectors of the economy engaged by ESP, the picture is quite uneven. As would naturally be expected, ESP disproportionately engages with policing employees, with over half of employees within that single sector.

THE CURRENT SCALE AND DELIVERY OF ESP CONTINUED

This in turn skews ESP overall towards a public sector focus. However, beyond the ‘internal’ ESP in policing, the ESP Scheme more broadly is not massively out of line with wider employment patterns in terms of the proportions of public sector and private sector employees. Of the 236 ‘external’ ESP organisations, 33 ESP signed up organisations are public sector and 71 private sector, and for ‘in house’ police ESP organisations, 38 are public sector and 98 private sector, resulting overall in 30% of ‘external’ ESP organisations being from the public sector. The table below shows the split in terms of numbers of Special Constables employed in each sector.

| Based on number of Specials employed | Public Sector | Private Sector |
|--|---------------|----------------|
| Other (non-police) ESP registered | 41 (18.5%) | 181 (81.5%) |
| ‘In house’ | 127 (30.4%) | 291 (69.6%) |
| All ESP (inclusive of ‘internal’ and ‘external’) | 904 (65.7%) | 472 (34.3%) |
| National, all employees* | 22% | 78% |

* Estimate based on national labour survey

Looking more specifically at sectors within the economy, there are several sectors which are relatively well represented within ESP, and several sectors which are relatively poorly represented. These are summarised in the table below.

| Comparatively well-represented sectors (but still with room for further growth) | Sectors with some emergent representation but still under-represented | Comparatively poorly represented sectors |
|--|---|---|
| Policing Retail Banking & other Financial Services Transport (Airlines, Rail) Telecommunications Utilities Media Central Government | Local Government Construction Engineering IT Vehicle Manufacturing Transport (local public transport, logistics) Fire Service | Health & Social Care Education Agriculture, Forestry and Fishing, Veterinary Marine & Shipping Mining & Quarrying Accommodation, Hospitality, Food Services Tourism Manufacturing Real Estate & Housing Sports and Recreation, Fitness Culture & Arts Law (Other) Professional and Technical Services ‘Third sector’ |

CASE STUDY

ROLLS-ROYCE

Derbyshire Constabulary approached Rolls-Royce as part of a wider campaign to increase the number of ESP partners in their area. A Senior Officer wrote to the CEO at Rolls-Royce, who responded quite quickly, the company having already been allowing some time off for their staff who were Special Constables. The company recognised that the ESP Scheme aligned with their Corporate Social Responsibility objectives. Derbyshire Constabulary liaised with the Rolls-Royce HR department, and the organisation registered as a partner on the ESP Scheme giving five additional paid leave days for their employees who are Special Constables and/or Police Support Volunteers to volunteer.

Following on from this, Avon & Somerset Police hosted a successful recruitment event at Rolls-Royce, Filton, Bristol. Prior to the event, the Force attended an on-site meeting with the Community Affairs Manager, who gave a very positive reception to the Force. It was suggested that the Force attend the site on a Thursday, because this was curry day and had the biggest footfall in the canteen!

Prior to the event, the company sent out an internal communication reminding employees that they qualified for paid leave towards their volunteering commitments, and promoted the date of the recruitment event.

The event itself attracted interest from the outset and ten expressions of interest were taken on the day, the majority of whom participated in the Forces' Ride-Along scheme, and applied for the role of Special Constable.

It has been identified that the following were success factors in terms of the event:

- A generous ESP Scheme in place
- A supportive management on site
- Advance employer communications internally to staff
- The involvement of a uniformed Special Constable at the event
- Picking the right day of the week and location for maximum footfall



"Rolls-Royce has been outstandingly supportive of my role as a Special Constable, allowing extra leave each year for me to conduct duties. The skills that I've developed as a Special Constable have been brought back to the workplace and the experience has helped me see the other sides of life which has made me better at dealing with problems."

"My paid role is rewarding and the company really values and supports the communities it is based in. I appreciate the time I'm given through ESP, and I know the company benefits from having a more developed staff member."

Robert Jones
Special Sergeant Derbyshire Constabulary & Material
Resource Planning Controller at Rolls-Royce



Rolls-Royce employee Robert Jones with
Assistant Chief Constable Haward, Derbyshire Constabulary

THE FINDINGS FROM THE ESP NATIONAL RESEARCH PROJECT

The Police Transformation Fund has supported national research work on ESP, which has been undertaken during 2018 and the early months of 2019 by the Institute for Public Safety Crime and Justice (IPSCJ) based at the University of Northampton. This national research has aimed to better understand the current benefits and experience of ESP, and to explore perspectives on the future of ESP.

The research has engaged over seventy participants in interviews and through small focus groups, including:

- Eight 1-1 interviews and a well-attended national focus group with leads from businesses and organisations who are signed up to ESP. These have included senior strategic lead roles for HR and partnering, and chief executive roles. The focus has been on understanding the rationale and benefits for businesses and other organisations engaging in ESP, appraising how well the current model of ESP works for businesses, and identifying thinking for the future;
- Interviews and focus groups engaging Special Constables on ESP, including 23 interviews and 17 participants in focus groups, engaging Special Constables from every region across the country. The focus has been on understanding the experience of being supported through ESP, an exploration of views about the current model of ESP including strengths and weaknesses, and then discussion of how it could be developed in the future.
- Interviews with strategic leaders in Forces, involving 15 interviews with individuals (from 15 different Police Forces), with a mixture of ESP specialist roles, CiP leads and managers, and Special Constabulary Chief Officers. These interviews have looked strategically at the rationale for Forces engaging with ESP, perceived strengths and weaknesses of the current model, and vision for the future.

In addition, the research has also looked across Force data to establish the current extent of ESP, and has drawn from two national surveys exploring the experiences of Special Constables who are supported through ESP.

The next sections of this report summarise some of the key themes from this national research. The findings are organised into three sections:

- (i) understanding the benefits for organisations, volunteers/employees, and Forces, of ESP
- (ii) identifying challenges for delivery across the existing model of ESP, and;
- (iii) exploring the perspectives of those participating in the research on the future strategy and direction for the ESP Scheme.

UNDERSTANDING THE BENEFITS OF ESP

THE BENEFITS OF ESP

| FOR BUSINESSES... | FOR THE SPECIAL CONSTABULARY... |
|--|---|
| Skills, experience and new perspectives brought back into the business | Increased participation, hours and confidence as a Special Constable |
| Increases confidence of employees | Contributes to retention |
| Enhances reputation and profile | Helps in work-life balance |
| Contributes to morale and retention of employees | Helps Special Constables feel supported in what they do |
| Can help in employees progressing and seeking promotion at work | Able to volunteer at different times, often assisting in accessing training and other opportunities to develop as a Special Constable |

For many of the businesses engaged in the research, they see ESP as part of their wider corporate agenda of community social action, rather than in isolation. Particularly for larger businesses engaged in ESP, many of those businesses have broader corporate employee volunteer leave schemes, and beyond ESP they engage with a range of other external schemes (e.g. military reservists). Their direct involvement with the Police in terms of ESP is therefore often only one element (and often a proportionally quite small part) of a much wider picture of employer supported volunteering and corporate social responsibility.

“So as an employer we are encouraging colleagues to do more in the community... we’ve got a broader business strategy about being more representative of communities and more represented in the community, and of contributing to those communities more broadly than just our narrower commercial role. Employee supported volunteering is a big part of that.”

“For us ESP is one small slice of a much bigger strategy of supporting all our people in their social action in communities, charitable organisations, school governors, the list is a long one, with the focus on being out there and doing good.”

The employers interviewed for the research saw some significant benefits associated with their employees being supported to volunteer, both through ESP and more broadly. They saw employee supported volunteering more broadly as recognising “that our employees have life beyond work”, and felt that it can often help in building the confidence of employees and in their personal and professional development, and can be good for morale and for retention. Supporting employees to volunteer positively reflects a connection with and commitment to the communities which the organisation serves or where it is based. Volunteering also provides a direct contribution through the effects of the voluntary action in communities itself. This in turn can also bring benefits, reflecting positively in terms of reputation and profile for the organisation.

“We recognise volunteering brings many benefits, so we encourage all our employees. For us, benefits outstrip costs many times over.”

“It’s about seeing that whole picture, the human being not just the employee, and our bigger corporate ambition not just the bottom line. When you do that, supporting employees doing good works outside of work is a no brainer for us strategically.”

UNDERSTANDING THE BENEFITS OF ESP CONTINUED

"It's part of attracting and retaining staff in what is a very competitive employment market for us, in this sector. Developing people too."

"We want our people to be advocates for our business. It's actually about can we make sure that we encourage colleagues to do things that make them proud, and make us proud, and makes a real and visible difference to people, perhaps reaches us out to communities we don't always reach out to, perhaps shifts some of that [negative] profile we sometimes have out in the wider community. Policing is a good area for us to connect with for all of those reasons."

Both the Special Constables/employees interviewed and ESP employers saw several key benefits in terms of increased confidence and in bringing an enhanced understanding of communities and fresh perspectives back into their organisations. ESP and volunteering as a Special Constable was also seen to bring new skills back to their employment, sometimes in terms of quite specific skill areas (e.g. being qualified in first aid) but also more generally in terms of team-working skills, leadership skills, skills in problem-solving, and 'people skills' particularly in respect of negotiation and dealing with conflict situations.

Many felt that volunteering as a Special Constable had helped in terms of career progression. In some cases, this was in giving them confidence, skills and knowledge to apply for promotion, in other cases their experience as a Special Constable has exposed them to new things which had stimulated or supported a change in career direction.

One specific benefit identified through the research was that volunteering as a Special Constable exposed the employees to aspects of the community and to issues and perspectives which for some they had not been exposed to before. For some businesses, this was seen as a distinct advantage and strongly aligns to corporate objectives to expand reach into particular communities, and was seen as supportive of corporate diversity strategies. This also linked to perspectives from employers that experience in the Special Constabulary helped develop employees as more "rounded", and "socially aware". As many businesses and organisations have community engagement as a central element of their strategy, the community-focused nature of being a Special Constable, and the enriched understandings of all communities that being a Special Constable was seen to bring, were seen as beneficial to employers.

For organisations in certain sectors in particular, such as local government, there were further direct benefits achieved, often in terms of skills and knowledge built in areas specifically relevant to the employing organisation and its functions and duties. Not only is local government working in the same communities and often to the same ends as policing, but very often it is already working in partnership in shared activity to shared goals, such as community safety, safeguarding, protecting the vulnerable, community confidence and reassurance, etc.

"It just enriches their experience of people's situations, understanding dynamics. More rounded, brings a greater experience. Those are valuable assets, brought back into our business."

"I think it has totally changed the way I deal with conflict and challenging situations at work. Before I was a Special Constable I'd shy away from those things. Now nothing at work fazes me, I have all the skills and handle them well."

"Teamwork, leadership and decision making skills."

"Since I joined as a Special Constable and became more active following ESP, I have grown immensely in confidence and ability. For example, as a result of this growth in confidence

UNDERSTANDING THE BENEFITS OF ESP CONTINUED

and ability from my experiences as a Special Constable, I have successfully joined a leadership development programme set up by my employer."

"Enhances many skills that you can't gain from sitting behind the desk."

"Leadership skills, confidence, social awareness and better understanding of policing issues and how they affect local government."

"My conflict management skills in the workplace have been improved as a direct result of being a Special Constable."

"I have definitely learnt new skills and developed confidence in myself and how I present to people, and I think being a Special Constable and ESP genuinely played a part in my being promoted recently at work."

"My skills in communication and leadership are assisting my role on a day to day basis. I am also part of an incident response team at work that my policing experience directly qualifies me for."

"I am 100% confident if I didn't have my Special Constable role, I would have left my job by now, because whilst it's great it doesn't give me everything I need in life. Being a Special Constable and my job are a combination that works for me. So yes, I think ESP has worked in retaining me in the Special Constabulary but also actually as an employee."

In the case of 'internal' ESP (where Special Constables are also employees of the Force), there were further specific benefits identified. These mainly hinged around building levels of awareness across different teams and functions within the policing organisation, "bridging gaps" and enhancing understandings, and emphasising that the Force is "one big family engaged in a common cause". Most of the 'internal' ESP Special Constables engaged in the study felt that being a Special Constable brought specific knowledge and skills which they then effectively took back to their employed role and the teams within which they worked. They also felt that their areas of skills and knowledge from their employed roles brought something to their contribution to the Special Constabulary. Additionally, for some 'internal' ESP supported volunteers, it helps to enable them by giving them the time and support to gain some front-line policing experience as a career development "stepping stone"; i.e. for police staff who are interested in joining as regular Constables to gain some front-line policing experience, and to 'test' whether being a Police Officer is the right move for them.

"It has led to me understanding policing as a whole in a way that I didn't before."

"The benefits of doing both roles have been enormous for me personally, but it's more than that. It's about the whole Police family, one Force, one Team. I totally believe in that, and to me that's what ESP is about."

"We're one big team. They say that all the time, but with my two roles I feel like I'm a real example of how it's working out."

"I feel that by being a Special Constable this helps in my day job [police staff], as it builds knowledge of front line policing, therefore making me better at my day job."

"I get to build a good working relationship with officers that I work with on a daily basis in my employed role."

UNDERSTANDING THE BENEFITS OF ESP CONTINUED

In terms of how ESP helps Special Constables to contribute to the Special Constabulary, most participants in the research felt that it had done so. Specifically, ESP was seen as enabling Special Constables to volunteer more time, and to volunteer at different times than they would otherwise have been able to (which in turn supported access to training, and opportunities to broaden experience). ESP was viewed as helping with retention, primarily through helping with work life balance, but also importantly by creating a sense of feeling supported, valued and encouraged in what they do.

ESP was seen as particularly useful for 'career' Special Constables, partly as a recruitment tool, but more significantly in sustaining longer-term Specials careers. For many 'career' Special Constables, ESP helps them achieve a "best of both worlds", in which volunteering as a Special Constable complements their paid employment, and vice versa.

"ESP allows me to have an extra 8 hours leave a month to complete operational duties. This has increased my confidence in my own policing ability, allowed me to develop through to Independent Patrol and now Special Sergeant, and has also aided my mental wellbeing as I enjoy having some time out of the office to do something I love."

"Having the additional support of ESP has meant I can do shifts at times I otherwise wouldn't have done. I've worked in different places and with different reliefs, and also some time with DV and other specialists. Without ESP I would put in a lot of hours of my own, I still do, but it has to be Friday and Saturday nights for me."

Reflecting this, 'career' Special Constables – and in particular Special Constables who are longer serving – tend to be over-represented in the ESP-supported cohort, perhaps reflecting the particular benefits delivered through ESP for longer-serving volunteers.

For many Special Constables/employees, the support extends beyond the 'hours-off' specific element to a much broader sense of feeling supported by their employer, and also to other important practical elements such as flexibilities to work different hours to help fit in Special Constables duties, or to leave work if there is an urgent policing-related emergency. Often these broader support elements experienced through ESP seem as important to Special Constables/employees as the core aspect of having time off to volunteer.

"Beyond the hours off, I feel like it's an incentive to carry on with policing work knowing that my day job is so supportive along the way."

"My manager [in an 'internal' ESP context] has been brilliant. They couldn't have been more supportive. Helped me onto training courses which they knew would help my Specials work. Helped me set up a joint exercise between the team [in their paid employment] and the Specials. Agreed a model of joint training for Specials about what we do as a team. It has made me feel doubly valued, as part of their team, and valued by them for what I do as a Special Constable."

"It brings much more than just hours off. Well, actually it brings for me many more hours off than their official policy, they're happy with that so long as we're flexible. That my manager [in an organisation outside of policing] shows that genuine interest in my Special Constable role, that's been the biggest thing for me."

CHALLENGES IN DELIVERING ESP

COMMUNICATION

Communication appears to be the largest single challenge to the delivery and development of ESP.

The Special Constables engaged in the research reflected that ESP “isn’t well promoted” and many of them had become aware of ESP not through formal briefings but rather in more informal, ad hoc ways, often hearing about it from colleagues.

The research revealed a problematic picture for internal communication within Forces in respect of ESP. Some Special Constables who were ‘internal’ ESP reflected on examples of supervisors who knew nothing about it, in some cases denying that their Force was signed up to ESP.

Beyond policing, the ESP Scheme is felt to have a disappointingly low profile, with many reflections during the research that few businesses and organisations are aware of it. This was contrasted with other schemes, e.g. Military Reservists, which were felt to have a much stronger profile. In part reflecting this, it appears that the engagement of businesses with ESP is often volunteer-initiated, and often occurs when an existing employee who is also already an existing Special Constable enquires and precipitates sign up. In some cases, there were also internal communication challenges within signed up ESP organisations, most commonly reflecting where a head office has signed up to the Scheme, but managers in local sites are not aware of it or are not culturally supportive of it.

“I think one of the challenges at the start for us was the messaging. It’s a crowded market, lots of different opportunities to volunteer and contribute, so what is ESP and what does ESP offer us and our colleagues? Once the police engaged it was explained really well, but honestly before that I hadn’t heard of it.”

“To be honest I’d never heard before of the police doing it. Never heard of ESP.”

“It’s the best kept secret ever, isn’t it! I’d been a Special Constable a few years before I even heard about it, and then it was by chance.”

“We just don’t market it like other people do. Take the example of the [military] reserves, across all the Forces, it’s everywhere, properly funded marketing, national, government, everyone knows. They have adverts on the TV. We don’t seem to do any of that.”

“Does the Home Office ever talk about this, the College, Chiefs’ Council? I don’t think they ever do.”

Those interviewed from businesses and other organisations outside of policing felt that policing had “a good product to sell, a very good story to tell” in respect of ESP. However, they also perceived policing as on the whole not being very good at projecting the ESP scheme and attracting and engaging employers to it. There were views shared that the policing approach to ESP lacked a professional marketing expertise and approach. The perceptions from outside of policing were also that relatively little was being done by the Police to resource a pro-active approach, meaning many opportunities to engage businesses were missed.

CASE STUDY

LANCASHIRE CONSTABULARY

Lancashire Constabulary includes a paragraph promoting ESP in their letter of appointment for new Special Constables.

"We would like to draw your attention to the Employer Supported Policing (ESP) Scheme, which is an innovative partnership between the Police Service, Employers, their Employees and the Community, all working together to increase public safety and confidence in communities.

The ESP Scheme involves employers supporting their employees to become Special Constables or to support employees who are already Special Constables, by giving an employee paid time off in order to train and undertake some of their volunteer policing duties.

Employee volunteering is a win-win situation; the experience builds skills and motivates employees - skills and unique qualities which are transferable back into the business – plus your organisation will be doing something really worthwhile by helping to make the community safer.

There are currently 280 companies who give additional paid leave to Special Constables, ranging from 2 days per year up to as much as 18 days per year.

Your employer can choose an option that meets their needs. If you are interested in hearing more please contact: esp@dutysheet.com."



**Lancashire
Constabulary**

police and communities together



CHALLENGES IN DELIVERING ESP CONTINUED

COMMUNICATION CONTINUED

In particular several interviewees from businesses and other organisations outside of policing saw the structure of policing nationally as a major barrier, perceiving “lots of local Police Forces who don’t talk to each other, who all want to have separate conversations with us and for whatever reasons seem to do everything differently from each other”. This was seen as “fundamentally getting in the way of our effective engagement with the Police” for those organisations which themselves have a larger regional or national reach.

On a more positive note, they felt that if policing was able to address these strategic challenges of coordinating and communicating the ESP scheme, that “the potential is enormous”, and that the scale could be significantly developed from its current position. More positively some interviews reflected that recent changes in resourcing and approach on the policing side appeared to have started to deliver significant improvements.

“The Police have a thing or two to learn from professional marketers. There’s a story to tell here. A product to sell. But they’re the Police and I don’t think they know how.”

“I think if the Police were a commercial organisation they’d have gone bust by now. When I look at ESP I see a massive business opportunity for them [the Police], but they don’t seem to be communicating it, making enough of it.”

“For us, the problem is all the different Forces. We’re national, I report to a national board. The Police isn’t, and that makes it very hard for us to engage and do what we might like to do. When they [the Police] come to us, it’s always one person from one Force. What we need is policing as a whole to engage with us, one person for them all.”

“As a Council we’re engaged, we really see the benefits, but most of my colleagues, other local authorities around here, aren’t. I’m not sure the Police have been to them and made it happen.”

VARIATION IN FORCE ‘BUY IN’ AND PRACTICE

There were some aspects of variability identified within the research which seems to stem simply from differences in the levels of engagement and variability of local approaches within different Forces. In that respect the more such differences can be ironed out, the easier it will be to project a clear, national picture of what ESP is and how it works.

The research reflects a quite wide degree of variation in terms of ‘buy in’, resourcing and emphasis on ESP across different Forces. This perceived variability extended to challenging the broader extent of ‘buy in’ to employer supported volunteering across Forces, which views that whilst Forces seek to ‘sell’ ESP to other employers, most Forces are not committed to an employee supported volunteering approach with their own employees.

CHALLENGES IN DELIVERING ESP CONTINUED

"The national picture is a mess. Some Forces seem to not do it at all. Others are playing it big, investing in specialists and building it up. For an employer out there, the national ones, it must be really confusing to them if we, the Police, are doing this or not. Depending where you are, I think the answer truthfully can be very different, even though every Force says 'we are doing it'."

"Being brutal, we're hypocrites on this one. We're out there pitching it all to businesses and councils and everyone who'll listen, 'sign up to ESP', 'great it brings all these benefits to you', but do we do it ourselves? We need that long look in a mirror, before we go pitching the benefits and virtues to everybody else."

The research reflected a mixed picture of the experience of 'internal' ESP, and it is important to recognise as a matter of balance that many participants in the research felt their personal experience of being on 'internal' ESP had been quite positive and well supported. However, there were also some concerning examples of where 'internal' ESP was not being delivered well and overall the picture appears quite variable and inconsistent. In some cases, Specialists felt that the essence of ESP and its value was lost in their Force within an overly rigid application of process and rules.

"I see why policing does this, I don't think they [my managers] do. For them it's just taking me away from my work, from the team, from me doing my job. They let that happen I think only because a Force policy orders them to let it happen... It's never about what I bring back. Always about what they think they're giving me."

"My shifts in my job and as a Special Constable are not of the same length, so they won't let me take ESP days. They say I'd owe the Force two hours."

"It's so tiring. You're constantly asking for something someone doesn't want to give you. I've just stopped asking now for the time off. It had become a fight."

"Since working for my employer [a Police Force] I have not been able to claim ESP as supervision did not know the policy. Due to current demand I think it will be highly unlikely that I would be allowed leave to complete ESP duties."

"I would like the police staff management side to work better with the operational side of our work and accept we work for the same organisation and not competing companies."

"Ironically, my experience [as a Special Constable with an external employer] is much better and supported, my manager's commitment is great, than they ['internal' ESP Specialists] get. You'd have thought the Police would be top of the league at delivering ESP, but they're not."

"Considering I work for the Constabulary I have struggled to take any time off work to volunteer hours as a Special Constable. It is stated that I can take 8 hours off a month paid to volunteer and since joining my full time role [three years ago] I have only been able to do this a handful of times. It should be made mandatory to guarantee the hours if they are going to advertise it as being available... however departments are working against it and not making it easy to do."

CHALLENGES IN DELIVERING ESP CONTINUED

BALANCING FLEXIBILITY AND CONSISTENCY

A strength of ESP is recognised to be the flexibility of engagement with employers; with a recognition that a “one size fits all approach simply would not work”. The current flexibility of offer from different employers allows ESP to ‘fit’ with wider employee supported volunteering arrangements in different organisations, and recognises the different needs and levels of commitment of different employers.

However, one of the challenges reflected upon by several participants to the research has been the challenge of creating a more consistent and better understood model of ESP, whilst balancing that desire to ‘fit’ ESP flexibly so that it works for a wide variety of employers. This was seen as reflecting a ‘trade off’ – that being flexible in terms of the ESP ‘offer’ assisted in achieving sign up of businesses and organisations, but the effect of having many different ‘offers’ for ESP in different participating organisations did then contribute to a confusion as to what ESP consisted of. This in turn reflects back to previous points, about the challenges of communication and of projection of the ESP Scheme, if the ‘offer’ of ESP varies widely.

“It’s a trade-off, I think. We need to be flexible, and some employers simply wouldn’t sign up with us if we’re too rigid and say its 12 days, and many already have their own policies. However it is a big challenge, trying to communicate what ESP is when ESP is actually lots of different things.”

“ESP is so many different things, even what Forces themselves offer, I believe it is too confusing and we need a simplified deal... it does need to retain some flex though as employers are all very different.”

CASE STUDY

IN FORCE BUSINESS EVENT



In November 2018, the North West Region hosted a business event with the purpose of showcasing the role of the Special Constable and Police Support Volunteer, including how they are recruited and trained, to businesses.

The presentation also included an overview of the Employer Supported Policing (ESP) Scheme with a Questions & Answers session which was very participative.

Eighteen companies attended, seven of which were already partners in the ESP Scheme. ACC Andrew Slattery, North West Regional NPCC CiP Lead opened the event, and presented Certificates of Appreciation to the companies already partners on the Scheme.

The feedback from the event was positive with several companies considering becoming partners, as well as contacts being shared such as networking via Business in the Community meetings and negotiating the ESP Scheme into the Greater Manchester Mayors Good Employer Charter.



Bury Council receiving their Certificate of Participation. Bury Council provide 18 days ESP leave to staff who are Special Constables

CHALLENGES IN DELIVERING ESP CONTINUED

BETTER AND MORE ACTIVELY ENGAGING EMPLOYERS

There were some positive examples referred to during the research of how employers can be well engaged, and their contribution 'celebrated'. These included personal updates to employers about the contribution made by their Special Constables, opportunities for employers to visit the Police and see front-line practice, perhaps accompanying their employee Special Constable as an observer, and examples of reward events and offer similar functions. References were also made to occasions when positive news coverage relating to ESP had been achieved.

Balancing that, some participants in the research did not feel that, overall, policing makes the most of celebrating ESP, and within that of building the relationship with employers and reflecting appreciation and celebration of their contribution. There was recognition of the value of greater 'celebration' and promotion of ESP, and within that better recognition of the contribution ESP employers make to policing. It was felt by some that more could be made nationally to celebrate the collective contribution of organisations to ESP, perhaps including an annual national event to celebrate.

"I think more needs to be done by Police Forces to recognise the contribution by employers by actively promoting the companies which support it."

"Employers give a lot through ESP, and I feel we are limited in what we give back to employers."

"There isn't always a lot of feedback back to us, as a business, and there isn't a lot of PR about what we're giving and what our employees are giving. I know they [policing] are very appreciative of what we do, and more importantly what those colleague Special Constables do, just more should be made of it."

CASE STUDY

NATIONAL 'GIVE & GAIN' DAY

Business in the Community's National Give & Gain Day is the UK's biggest day of employee volunteering and is an opportunity for businesses and community organisations to celebrate what can be achieved through the power of volunteers.

Greater Manchester Police has participated in a number of Give and Gain days and have developed a Forcewide Operation, mainly policed by Special Constables, whose employers give them the day as paid leave to participate in this national event. The aim of the Operation is to educate employers of Special Constables and to highlight the skills which are developed in the role that can be brought back into the workplace. Employers of the Special Constables are invited down to observe the day to allow them to understand first-hand what their staff members do in the role of a Special Constable.

Up to 60 Special Constables have been involved in the day, and several employers have come down to observe the Operation over the years, which involves early morning warrants, road policing activity, partnership working with Trading Standards and Immigration, and ride-alongs.

Senior managers from a number of companies including BBC, Halifax Bank, Manchester Airport, Cooperative Group, Openreach, BUPA and Willmott Dixon have given up their day to attend and observe their staff and the feedback is always overwhelmingly positive:



"I thoroughly enjoyed the day. It was a great opportunity for me to see what a fantastic job the Special Constables do to make our communities a safer place to live. The skills they demonstrate such as team work and managing conflict are desirable skills to have in any workplace. I was overwhelmed at how passionate and professional they were. I have the utmost respect for the Special Constabulary."

Manager, Rochdale Jobcentre Plus.

"I enjoyed seeing a wide range of police activity from attending the initial briefing session to the warrant bust (which felt like policing from the TV!) I also enjoyed the ANPR session. I now really see the amount of commitment and dedication required to be a Special Constable"

Technical Lead, BBC Sport.

"Feeling part of the team as we went about the Operation was great. Seeing Special Constables in action and seeing the policing from the inside was thoroughly enjoyable."

Director, Alcumus Group.



Chief Officer Mike Walmsley supported by
Director Mike Lane – Willmott Dixon

CHALLENGES IN DELIVERING ESP CONTINUED

RESOURCING

A common theme across the strategic research interviews with police forces was their support for the concept of ESP but that “it is difficult to get traction”, and that in a majority of cases there simply was no dedicated local resource in the force to support the work. There was a lot of sentiment that ESP had been around a long time, but had “not really got going” and was difficult to prioritise amongst a very long list of other priorities. This was even the case in respect of ‘Citizens in Policing’, where some force perspectives were that there were many different expectations for development, not least the major growth in Cadets, and ESP tended to “be yet another one of those priorities” that “the service never get around do doing, or at least doing well”.

“We would like to build on ESP but we have a massive Force geography. Without a lot more resource, getting traction is very hard. Hundreds and thousands of businesses, many of them national. We have one person, part-time.”

“ESP could be huge, we just aren’t being serious. I love the idea, absolutely love it. But if something is worth doing, put some people in it, have a strategy, set a budget, leadership, have a plan, make it happen. If everywhere did it [together] the cost to each one of us wouldn’t be much. I just think we aren’t serious, not top level, chiefs-level, anyway.”

REGIONAL AND NATIONAL COORDINATION

Forces felt that the most efficient and effective model would be one of greater coordination nationally and regionally, given that so many employers operate across multiple Force areas, and because there is a specific skill set in business engagement needed which it is difficult to resource and to replicate forty-four times across multiple local policing settings. Many interviews reflected that the resourcing available to ESP was “inadequate to the task” and meant that “opportunities are being missed”.

In the interviews with businesses and other ESP organisations, there was a desire for a single, stable point of contact – “the ability to do our business [about ESP] once with a single individual, who is knowledgeable about the scheme, and who is still in role the next week or month when we come to have a further conversation”. Within the strategic interviews in Forces, there was support for recent developments nationally, for example the creation of a national group and greater sharing of practice between Forces, but these steps were also felt in themselves not to be enough to realise the full potential of the ESP Scheme.

“ESP needs to be a national initiative, not led at Force level.”

“We’re missing tricks, all the time, we’re missing opportunities. There’s a million things we could do... but locally we don’t know how to talk to businesses, we don’t have the people, the systems, process. We don’t have a vision.”

“I think what is being done now, DutySheet, the national group, Forces with specific leads, it all does seem to be taking a bit of a leap forward.”

CASE STUDY

DEDICATED INTERNAL PROGRAMME SUPPORT

Some Forces have recognised that in order to drive the development of the Employer Supported Policing (ESP) Scheme across their Force or region, and achieve the benefits that ESP brings, there is a need for dedicated ESP staff to be in place.

Essex Police has developed and recruited to the role of Specials Supported Policing Coordinator.

In Avon and Somerset the part time role of Employer Supported Policing Co-ordinator is in place.

In the Metropolitan Police Service the role of Employer Supported Policing Lead is in place.

All three roles have a staff member dedicated to ESP.

The North West Region has ensured that a large remit of the Regional Coordinator role is dedicated to progressing the ESP Scheme.

It has been evident that having these roles in place has enabled growth in the number of partner organisations joining the ESP Scheme, which aids retention of existing Special Constables, and has also enabled new Special Constables to be attracted and recruited. The roles have also given organisations a single point of contact within the force or regional area.



CASE STUDY

FORUMS & NETWORKING GROUPS

The North West Regional Coordinator was given the opportunity to attend at the National Supermarket & Grocery Retail Loss Prevention Forum at Sainsbury's Distribution Centre, Coventry to present the Employer Supported Policing (ESP) Scheme. Brands including Sainsbury's, Asda, Iceland, Waitrose, Scotmid Co-op, Tesco, East of England Co-op, One Stop and Lidl are members of this group.

The purpose of the Supermarket & Grocery Forum is to work collaboratively at a tactical level to identify high risk trading areas, crime trends and agree on common solutions in order to reduce risk to colleagues, property and products within the Supermarket, Grocery & Convenience Store Sector; therefore, supporting ESP can be seen as a benefit from this Group.

ScotMid Co-op registered on the ESP Scheme directly after the presentation.

The Regional Coordinator was invited to present again at Asda's Head Office in Leeds and negotiations are still on going with the organisation to partner with ESP.

Several invitations to meet with the Co-operative Group at the Manchester Head Office have been received and attended, and negotiations are on-going for them to join the ESP Scheme.

Tesco had joined the ESP Scheme in 2016; however renewed contact at this event resulted in further partnership activity with their Shrinkage & Security Managers for the North area going out on an observation patrol in Merseyside to develop more of an understanding of the operational role of a Special Constable. The Regional Coordinator has now been invited to present at the Store Managers and People Team quarterly meetings to promote the role of a Special Constable, and to provide an understanding of the transferable skills their employees who are Special Constables bring into the workplace.



FUTURE DIRECTION

The research interviews with Specials, employers and strategic leads in Police Forces point to some broad areas of future development for ESP. The interviews asked questions about the future directions research participants felt that ESP might take, and the priorities for future development

| FORCES | BUSINESSES | SPECIALS |
|---|---|--|
| <p>A higher profile for ESP</p> <p>Expanding the concept beyond time off for Special Constables, to embrace a much wider range of volunteering enabled through ESP, (including PSVs and VPC leadership roles, and more generally wider models of volunteering)</p> <p>Clearer national commitment and leadership, with a strengthened regional and national model of coordination</p> <p>More resources to coordinate and develop ESP to its full potential</p> | <p>A higher profile for ESP, including a more professionalised approach to marketing and business engagement</p> <p>A more cohesive and coordinated approach across Forces nationally</p> <p>More developed models of partnering between businesses, organisations and the police, enabled through ESP</p> <p>Greater differentiation and segmentation of the ESP 'offer' across different businesses and sectors</p> | <p>A higher profile for ESP</p> <p>Better communication, both of the ESP scheme more broadly, and with individual Special Constables and volunteers supported through ESP</p> <p>Greater consistency across Forces</p> <p>Better execution of ESP, particularly in relation to 'internal' ESP and consistently delivering on commitments</p> |

PRIORITIES FOR THE FUTURE

The responses included elements which can broadly be described as delivering more consistently across the current model for the ESP Scheme. In addition, the research interviews have highlighted some broader elements of development, which are now briefly discussed below.

RETHINKING AND EXPANDING THE CONCEPT OF ESP

The value ESP delivers through the Special Constabulary has been recognised across the research work, as reflected in the first section of results above which focused on the benefits for businesses, the volunteers themselves, and Forces. The research also points to more strategic concerns that the present ESP Scheme is, to quote one research interview, "fixated with time off for Special Constables". The role of being a Special Constable involves a high level of time and commitment, is an ongoing and substantial undertaking, and involves some quite significant personal challenge in terms of the front-line nature of the role. For many individuals who

might be potentially engaged in respect of employee supported volunteering in policing, these dimensions of the Special Constable role may not be for them. In terms of future direction, there are perspectives that ESP could grow to be a great deal more than just the present model primarily focused on Special Constables.

Several of the strategic interviews with leads in Forces discussed the possibility of policing thinking differently in the future about what kinds of other volunteering activity and support could be enabled through ESP, such as 'consultancy-based' models based on specific areas of expertise, 'micro-volunteering', voluntary roles relating to Cadets, and thinking about PSV roles which might particularly suit the ESP model. There are small scale trials of ESP with wider volunteer groups, including in Hertfordshire. Such future thinking may focus on different types of volunteer role, for example supporting Cadets or various PSV contributions.

It may also consider how employee supported volunteering might manifest in other forms, such as more ad hoc, occasional or group-based contributions, with corporate volunteering engagement in respect of specific time-limited projects or particular challenges. There is a sense that the canvas of employee supported voluntary contributions could be a broad and varied one, and that at present we are largely only delivering across one dimension of that. Some particular sectors of the economy, such as technology, might open up options for a different style of ESP engagement, more dynamic than the current formal time-release based approaches, to reflect the types of contribution that might be forthcoming.

One possible future option discussed during the research was that of 'consultancy' (effectively akin to 'pro bono') type models, where policing, ideally on a national scale so that it could be marshalled and coordinated effectively, would develop through an ESP model a network of voluntary consultancy expertise to draw upon. This could involve various different dimensions of skills and experience, such as for example strategic advice from those in senior leadership roles outside of policing, or areas of technical expertise in respect of legal, technical, or similar aspects.

"ESP can be much more than it currently is. What we've got does deliver a lot for policing, but it's just about Special Constables. There's a lot of potential beyond the Special Constabulary, across citizens in policing and other volunteer roles."

"There is a space here for us all to get creative. Volunteering is a broad church, and ESP should be too. Not just the Special Constabulary."

"Volunteering around the cadets is one good option. We need to wrap ESP around that."

"We are crying out in policing for expertise and experience at the top level we simply don't have. The Police is fascinating to those outside it. ESP might bring that all together. It'd need a national programme... Do it as Policing PLC, badge it NPCC. Make it swish, professional. We could attract a lot of interest."

"Tech – that's the area to develop. An ESP Scheme specifically for that new world, that new technical age. We should seriously think what that looks like, and in doing so not think policing can get to that answer on our own."

CASE STUDY

OPENREACH

Openreach registered on the ESP Scheme in 2015, offering their staff who are Special Constables 10 days additional paid leave per year to undertake their volunteer duties and/or training. They were happy to provide case studies to promote ESP and the Special Constabulary both internally and externally. They also participated in National Give and Gain Day in the North West, going out on patrol with their staff who were Special Constables on a pre-planned day of action to observe them operationally.

However, Openreach were keen to engage further as an employer that supports policing and wanted to actively encourage their staff to volunteer as a Special Constable.

A conference call took place between Openreach Head of Security, Asset Resilience Manager and the North West Regional CiP Coordinator to establish an engagement plan to promote the Special Constabulary.

Two areas of work from the engagement plan were prioritised:

1. A development of an Insights ESP Interactive Presentation to raise awareness of ESP to Openreach staff
2. To understand how Openreach could support the Forces' cyber business area by sharing good practice

Openreach worked with their creative marketing agency to develop the Insights Presentation Package, which demonstrated how to join the Special Constabulary, what training was involved, the type of duties that staff would undertake as a Special Constable, and also how Openreach would support them. The package also showed the benefits gained from being a Special Constable. It has to be said that the presentation, having been professionally commissioned for its design, was dynamic, interactive, was of excellent quality and really tells the story of a Special Constable.

The Insights Package was circulated to around 32,000 Openreach employees, to encourage applications and raise awareness of the role of the SC throughout a large national company. The Insights Package has now become part of the ESP Toolkit to present to other organisations.

The BT Cyber Operating Centre is based in Lancashire. GMP officers/staff from the Serious Crime Division (Cyber Support Team) were invited to attend the centre to learn about the work Openreach undertake in the Cyber arena. Upon attending the BT Cyber Operating Centre, the GMP Cyber Support Team met with Openreach Head of Security who travelled from London, and they received a presentation on Cyber work within BT and a tour of the site. The GMP team and BT Openreach staff were able to share good practice from this meeting, and also obtain/share new contacts.

In 2016, Openreach were nominated, and won, the

Employer Supported Policing category at the Home Office National Lord Ferrers Awards for supporting employees to volunteer in policing. Openreach have also sponsored the GMP Citizens in Policing Annual Awards, in terms of the Employer Supported Policing category.

Openreach have more recently provided their Senior Finance Partner who is involved in Business Investment for Openreach, as a business mentor for GMP's Cyber and Economic Crime Unit, to support the Force with a business case being written which would benefit from having a different perspective from the commercial sector.

This case study is a superb example of how the ESP partnership between the police and employers can be further developed.

Openreach states: "We see the ESP programme as an effective partnership to increase public safety and confidence; the ESP Scheme not only brings benefits to the employer but also the employees too."



L to R: The Rt. Hon. Amber Rudd MP, and from Openreach; Bernie Auguste, Jordan Weakley, Apprentice Field Engineer/Special Constable, Nigel Cheek, General Counsel, Mike Styles, Security Programme Manager, Dane Packer, Operations Manager



Bernie with his employees who are Special Constables



'Give and Gain' day - Bernie Auguste, Director Security & Resilience, with Special Constable employee



"The Employer Supported Policing programme reinforces our business commitment to volunteering, as well as contributing to the community we serve. I wholeheartedly encourage our employees to become Special Constables - they are not just Special Constables but special people."

Bernie Auguste
Director Security & Resilience

GROWING PARTNERSHIPS BETWEEN THE POLICE AND OTHER ORGANISATIONS ENABLED BY ESP

There is some appetite to “do more” and “go further”, beyond the ESP Scheme focusing primarily on time-off to support volunteering. Such suggestions involve the Police and partnering organisations developing closer working partnerships, enabled through ESP or with ESP as one key component.

These might involve, for instance, organisations external to policing supporting volunteering in policing through ESP, but in turn some of that voluntary policing capacity being related back directly to policing activities relevant to the business.

This could, for example, involve elements such as:

- Policing of ASB, staff safety, theft issues or similar in relation to retailer store locations.
- Changing relationships between security businesses and the Police.
- Joint working between public sector partners. There were a number of such ideas discussed during the interviews for the research. One example was partnering with the Fire and Rescue Service, with Devon and Cornwall cited as an example where Fire Officers are in effect supported through a type of ESP model to also be Special Constables.
- Public transport companies supporting ESP in a wider arrangement which saw an agreement for some of that supported time to focus on policing issues across the public transport network.
- Arrangements where training and development of employees was more structured into the wider partnering model of ESP, e.g. where an organisation might participate through its employees volunteering to deliver a project with the Police, but structured into that were some key elements of learning, team building, etc.

Examples of such arrangements already exist on a relatively small scale in some Force areas.

Such deliberations do provoke debates about the appropriate nature and proper governance of such arrangements, but could be a mechanism through which to facilitate a much greater involvement from some businesses and organisations.

“If we could talk about a wider idea, of partnering on our safety and security issues, priorities as a business, and working on those directly with the Police and through ESP. That’s where this whole thing takes off in my mind. If we do that, that’s hundreds of employees, that’s national, that’s what we start talking about and it’s a whole different conversation.”

“Dare to think a bit differently.”

“If this is to grow, we need to get more into the heads of business leaders to identify what they want. If there’s something in it for both sides – business and the Police.”

“It’s a bit dangerous, there’s risks of policing being bought, being seen to dance the tune of a business, and us getting too close. But there are big possibilities as well.”

RECOGNISING THE SPECIFIC NEEDS OF PARTICULAR BUSINESS SECTORS

The current ESP Scheme 'offer' is not seen to be particularly well differentiated in respect of different sectors of the economy. Participants in the research, both from Forces and from businesses and other organisations, felt that much more could be done to develop the ESP-based relationships in specific sectors.

"From our Local Government perspective, ESP makes a lot of sense. I think we will see it differently to a commercial business. Actually I think some of the logic; the reasons for us doing it are stronger. The things which are our bottom lines are policing's priorities too. At its best, ESP is the extension of that wider Council-Police partnering."

"It's partly about being bespoke, what do all businesses need and want isn't going to be the same as what we need and want for our business."

BUILDING STRATEGY, PROFILE, ORGANISATION AND RESOURCING FOR THE FUTURE

Overall, the research points to considerable optimism that "much more could be done, if..." a resourced strategy, new thinking, higher profile and more cohesive organisation of ESP could be achieved.

Such a future picture was perceived to potentially involve:

- A clearer senior and national leadership of ESP within policing (including College of Policing, NPCC and Home Office, as well as senior leadership teams in Forces);
- A more visible and galvanised marketing and business engagement model;
- Large-scale trialling of new approaches;
- Recognition of the need to develop online presence for ESP, and;
- A better national coordination and marshalling of limited available resources.

CASE STUDY

FORUMS & NETWORKING GROUPS

The North West Regional Coordinator was given the opportunity to attend at the House of Fraser Head Office in London to present the Employer Supported Policing (ESP) Scheme at the National Fashion Retail Loss Prevention Forum, which is attended by Brands that include:

- Abercrombie & Fitch,
- Arcadia,
- Jack Wills
- Sports Direct
- M&S
- VF Brands
- Matalan
- New Look
- John Lewis,
- The White Company
- Primark
- Next
- Inditex

The purpose of the Fashion Forum is to work collaboratively and influence relevant Government departments, agencies and organisations, at both a local and national level, for the purposes of reducing the risk and impact of criminal activity perpetrated against the Retail Fashion Clothing & Accessories Sector and to share best practice in the areas of shrinkage reduction and asset protection.

The audience asked numerous questions throughout the presentation, showing their interest, and on-going discussions are underway with Matalan and John Lewis who are keen to further discuss the benefits of partnering with ESP.

John Lewis

The Matalan logo consists of the word "MATALAN" in white, uppercase, sans-serif font, centered within a solid red rectangular background.

ESP RECOMMENDATIONS

- 1) The concept of ESP needs to be developed to engage much more with forms of volunteering beyond the Special Constabulary. Focus should be placed on developing ESP in respect of PSVs, VPC volunteer roles, OPCC volunteers, and the wider context of volunteering in policing. With imagination, the scope and impact of ESP could be much broader than it currently is;
- 2) ESP would benefit from a clearer and more defined model of national leadership, with a stronger national branding and marketing, a greater cohesion of programme, and stronger communication;
- 3) The 280 ESP employers currently engaged should be considered as a base from which significant further development can be achieved. This will require a more coordinated and sophisticated approach to marketing and business engagement, including an approach that is more nuanced towards engagement of particular sectors and organisations;
- 4) The resourcing of ESP needs to be better developed and organised. National employers seek the ability to be able to engage just once with a single point of contact who is able to represent the police service nationally on ESP, rather than having to field multiple engagements at local police force level. The resource available at local force level is patchy. Consideration should be given to the CiP regional coordinator roles to provide coordination and capacity in respect of ESP, and to help marshal the limited resources available in individual forces within their regions.
- 5) ESP would benefit from a national strategy, setting out the long-term vision of policing to develop ESP, and the key strategic actions and milestones to deliver on that ambition;
- 6) A 'recognition programme' should be developed nationally for ESP employers;
- 7) 'Internal' ESP, where Forces provide support to their own employees who also volunteer in policing, needs to lead by example. Achieving a greater consistency of a national model and standards in this would be beneficial. There is a need for stronger internal communication in many Force contexts, to enhance the awareness of ESP and to achieve greater internal 'buy in' for the rationale behind the Force supporting ESP;
- 8) Consideration should be given to how partnerships between the Police and employers could be further developed, seeing ESP as a core foundation upon which to build more developed relationships;
- 9) A stronger online presence for ESP would be beneficial, to support the wider marketing and projection of the programme;
- 10) National trials of new approaches should be considered, to build on the foundations this work provides for an evidence-based approach to ESP, and to help to develop learning and an evidence-base for the future across Forces.

ACKNOWLEDGEMENTS

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EMPLOYER SUPPORTED POLICING IS A PARTNERSHIP BENEFITTING EMPLOYERS, THEIR STAFF AND THE POLICE SERVICE BY RELEASING SPECIAL CONSTABLES AND POLICE SUPPORT VOLUNTEERS TO VOLUNTEER IN THE COMMUNITY THEY SERVE

"Our stores serve a large number of communities throughout the country. Our interaction with these communities reminds us daily about our responsibilities as an employer, as a business and as a good neighbour. Tesco is a people business, and our ambition is to make sure we develop and inspire our colleagues. We recognise that staff who volunteer as a Special Constable have developed skills, knowledge and experiences that are transferable back into the Tesco workplace, and are out there making our communities a safer place - and we want to support them through the Employer Supported Policing scheme."

Matt Austin

UK Security Operations Manager, Safety, Security and Shrinkage, Tesco

"Employer Supported Policing is a great way for organisations to play their part in making their local community safer. It enables them to actively support their employees to volunteer within their local police force as well as demonstrating their corporate social responsibility. I believe the ESP Scheme can meet the need to connect communities to policing and policing to communities as well as build deeper partnerships between organisations and the police, to make the UK, and Merseyside, a safer place for all."

Andy Cooke QPM Chief Constable

Merseyside Police

"When employers support Special Constables and Police Support Volunteers the community will regard you as a responsible employer; keen on investing in public reassurance and community safety through your employee who is a trained police volunteer."

Lisa Winward

Chief Constable, North Yorkshire Police

National NPCC Lead for Citizens in Policing

"We see the ESP programme as an effective partnership between us as an employer, our people, and the Police Service to increase public safety and confidence. This brings benefits not just to the employer, but also to the individual and the community that we serve. I wholeheartedly encourage our employees to consider becoming Special Constables and support this with an additional 10 days employee volunteering leave per year. They are not just Special Constables, they are special people."

Bernie Auguste

Director Security & Resilience, Openreach

"Rolls-Royce has been outstandingly supportive of my role as a Special Constable, allowing extra leave each year for me to conduct duties. The skills that I've developed as a Special Constable have been brought back to the workplace and the experience has helped me see the other sides of life which has made me better at resolving problems. My paid role is rewarding and the company really values and supports the communities it is based in. I appreciate the time I'm given through ESP, and I know the company benefits from having a more developed staff member."

Special Constable Robert Jones

Derbyshire Constabulary

Employee at Rolls-Royce

"Supporting ESP brings real business benefits to organisations; employees gain a range of improved skills by becoming a police volunteer, such as communication, resilience, problem solving, decision making, and leadership, all of which are transferable back into the workplace and are skills employers spend quite a lot of money developing in their people. The bottom line is that employees who are volunteers in policing will perform better in their day-to-day responsibilities, more confidently, with a really professional manner."

North West Regional Coordinator

Project Lead for ESP Research Project

NOTES

Handwriting practice lines consisting of horizontal dotted lines on a light blue background, with a large light blue arrow pointing right.



Citizens in policing