

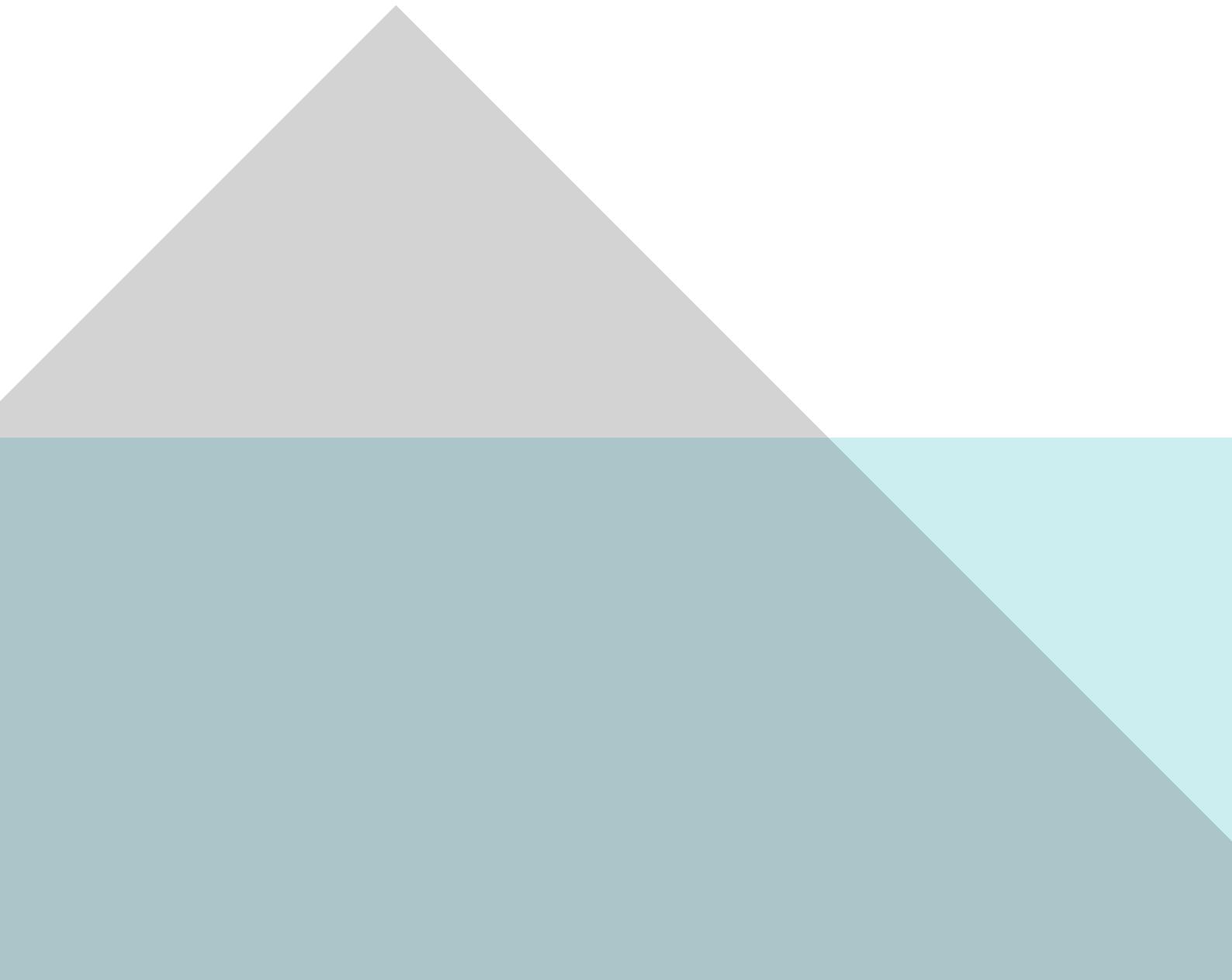


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National Policing Police Community Support Officer: Operational Handbook

June 2015



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1 Foreword

1.1

Since the introduction of police community support officers (PCSOs) in 2002, they have become an established part of neighbourhood policing and key to the public face of policing, providing a link between the police and the communities¹⁹ they serve. They bring essential skills, values and diversity to policing.

1.2

Providing a valuable uniformed presence in our communities, PCSOs focus on understanding and identifying local priorities, solving local problems, tackling low-level crime and engaging with the community. Their presence means they are often best placed to engage with those who either conduct or are affected by antisocial behaviour and disorder.

1.3

As the police service continues to evolve and innovate to deliver a high-quality service against financial constraints, reduced staff and a shifting landscape, there is a need to ensure the wider police family is fully integrated to meet the requirements of the community. PCSOs are now fully embedded in the police service. Placing their role and functions in the context of modern policing delivery is essential to ensure that they remain effective and to underpin the principles on which they were originally founded.

1.4

This handbook seeks to review and update the previous ACPO Guidance published in 2007, to reflect the changes and the development of the PCSO role.

1.5

In 2013/14 the College of Policing consulted forces to understand how PCSOs were used and whether there was a marked shift from their intended purpose. This handbook is intended to clarify the PCSO role and function, highlighting good practice and drawing attention to known pitfalls while continuing to allow police chief officers and police and crime commissioners (PCCs) some local flexibility²⁰ to address neighbourhood problems.

¹⁹ Community is not restricted to a residential area or place and includes rural and business communities together with their inhabitants.

²⁰ Flexibility should be limited to making the best use of the discretionary powers available and not operating outside a PCSO's employment terms and conditions or where they are not trained. They should not be seen as a substitute resource ordinarily undertaken by a police officer.

1.6

This handbook does not address the variation between police forces in the granting of discretionary powers to its PCSOs. While some give access to all the available powers, research indicates that not all of those currently granted are used and, when they are available, may cause the user to gravitate towards enforcement rather than a problem-solving approach. Other than the new discretionary powers in the Anti-social Behaviour, Crime and Policing Act 2014, which have merit in addressing community problems, the use of discretionary powers by PCSOs should remain a decision for chief officers based on their own policing needs.

1.7

With the introduction of police and crime commissioners, there has been an appetite to broaden active citizenship in policing, and a number have made a commitment to increase visibility in a time of reducing resources. This handbook relates solely to police **employees** who remain under the **control and direction** of their chief officer with powers granted under statute. It is a matter for individual chief constables and PCCs, with support and guidance from the College of Policing, to adopt options that provide the best benefit to their communities and force areas.

2 Introduction

2.1

Police community support officers were introduced under the Police Reform Act 2002 (PRA) to allow chief officers:

To appoint suitable support staff (community support officers) to roles providing a visible presence in the community with powers sufficient to deal with minor issues. Such staff should be under the formal direction and control of the chief officer.

2.2

The Act suggested the key function of PCSOs was to 'provide additional capacity to combat low level disorder' and thereby help to reduce the public's fear of crime. This translates into providing a visible uniformed presence and exercising powers to deal with minor issues within a neighbourhood policing context. In addition, it allows greater capacity for warranted officers to focus on more serious crime and disorder and operational policing demands.

2.3

PCSOs, therefore, play an essential role in neighbourhood policing teams and deliver their own unique and valuable contribution to policing. While this handbook explores examples of operational deployment, the fundamental precedents in relation to the role for which they are employed should be borne in mind. These are to:

- undertake public-facing duties in uniform
- be visible in the communities on foot or cycle patrol (vehicle if rural community)
- deal with antisocial behaviour (ASB), low-level crime and incidents, local problems/priorities and quality of life issues
- support and improve service to victims and vulnerable people
- conduct community engagement and problem-solving activity.

2.4

At times of demand and a shrinking workforce there is a risk that PCSOs will be deployed outside their role profile to meet operational demands, such as being used to respond to general calls for service from the public. This practice should be monitored, especially where it is likely to remove a PCSO from their community, or places them at risk by assigning tasks to them which they are not trained, skilled or equipped to deal with.

2.5

Nothing contained within this handbook should prevent chief officers from deploying PCSOs in a manner that is suitable to the conditions of their policing area. If operating outside this handbook, PCSOs and staff charged with their supervision should ask themselves:

- Am I responding in accordance with my role profile?
- Is what I am doing lawful?
- Is it proportionate?
- Has a risk assessment been conducted?
- Does it reduce the ability to be both visible and accessible to the public?
- Am I trained for the task?
- Have the necessary powers been authorised?
- Is the equipment appropriate for the task?
- Is the deployment likely to have a negative impact on satisfaction and confidence?

3 Role and Purpose

3.1

PCSOs work in local communities as part of neighbourhood policing teams (NPTs) operating under the general principles of neighbourhood policing (**Appendix A**).

3.2

To be effective all officers and staff need to be fully integrated, understand each other's role and purpose, and work together towards common community goals. Supervisors charged with the command, control and direction of PCSOs must be fully acquainted with their terms and conditions and employment as detailed in their force role profile. The minimum professional skills set required is listed in **Appendix B**.

3.3

The fundamental role of the PCSO is to contribute to the policing of neighbourhoods through visible patrol with the purpose of reassuring the public, increasing orderliness in public places, being accessible to communities and working at a local level with partner agencies. The emphasis of this role and the powers required to fulfil it will vary from neighbourhood to neighbourhood and force to force.

3.4

There is an expectation that the PCSO role will continue to develop in the future and, in the light of legislative changes, forces may wish to explore the scope of powers appropriate to be designated. While this development is recognised to meet demand, it should

always remain in the framework of neighbourhood policing with an emphasis on engagement as opposed to enforcement. For the sake of clarity, a clear distinction should be made between the role of a PCSO and that of a sworn police officer.

3.5

PCSOs help to reduce crime and antisocial behaviour. They make people feel safer in their communities and are closing the gap between crime and the fear of crime. Wherever they are working, examples of excellence can be found and a positive effect on neighbourhoods is apparent. The principles of neighbourhood policing emphasise the importance of delivering community engagement in partnership with other key agencies. PCSOs should be deployed through appropriate partnership tasking arrangements.

3.6

PCSOs should be:

- integrated into a neighbourhood policing team (normally geographic but it could be for a defined community of interest, ie, safer transport teams), or
- deployed to directly support neighbourhood policing team(s) in their areas.

3.7

The expectation remains that PCSOs should spend the majority of their time within neighbourhoods engaging with their communities, and not be office/police station based and/or completing administrative functions, or responding purely to meet demand.

3.8

PCSOs are not substitutes for police officers. They have a distinct role which avoids high-risk activity and places no duty on them to engage in risk beyond their levels of training. It should be noted¹⁹ that only sworn police officers should be used in the following circumstances:

- **Wherever there is a clear likelihood that a confrontation will arise.** However, PCSOs should have sufficient support, equipment and training to cope safely with confrontations that arise spontaneously in the course of their primary role of patrol, reassurance and tackling antisocial behaviour.
- **Where there is scope for exercise of a high degree of discretion –** for example, where a situation is complex owing to a number of different parties involved, where there is particular sensitivity within a community about police action, or where a large range of enforcement options are available.

- **Where police action is likely to lead to a higher than normal risk of harm to anyone.**
- **Where there is a clear likelihood that police action will include any infringement of a person's human rights –** for example, intruding into their privacy or deprivation of their liberty (beyond the temporary detention period available to PCSOs).
- **Where the incident is one which is likely to lead to significant further work,** or other activity being undertaken which has the potential to impact adversely upon the PCSO's fundamental role to undertake visible patrol duties.

3.9

PCSOs have established a unique and valued role for themselves within the police service as a complement to, but not as a replacement for, the role of sworn police officers.

¹⁹ ACPO position. Guidance on Police Community Support Officers 1 September 2007.

4 Legislation

4.1

Section 38 of the Police Reform Act 2002 (PRA) enables chief officers of police to designate any person who is employed by the office of police and crime commissioner (OPCC) and is under the direction and control of that chief officer as a community support officer.

4.2

The term community support officer is widely used to describe a variety of staff from differing agencies fulfilling a community safety function. The term police community support officer (PCSO) should be used to describe staff in all forces who are designated by chief officers under section 38 PRA.

4.3

Section 38 of the PRA allows a chief officer to designate powers to PCSOs as set out in Part 1 of Schedule 4 of the Act (as amended by the Anti-Social Behaviour Act 2003, the Serious Organised Crime and Police Act 2005 and the Anti-Social Behaviour, Crime and Policing Act 2014). Chief officers must decide which, if any, of the paragraphs in Part 1 are to be designated to PCSOs in their force. Paragraphs must be selected in their entirety, unless the paragraph specifies otherwise (eg, paragraph 1(3)(b) allows the selection of relevant offences). The ability to designate some paragraphs also depends on the designation of others (eg, paragraph 11B can only be designated if paragraph 3A is also designated). A list of standard and discretionary powers can be found in [Appendix C](#).

4.4

The duties of PCSOs are discussed elsewhere in this document, but it is important that their role within individual forces is determined before the powers that are to be designated are chosen. Overall, the powers of PCSOs (and accredited persons¹⁹ – [see 4.11](#)) need to be set in context – PCSOs, like police officers, will spend much of their time undertaking street duties without recourse to their powers.

4.5

It is likely that chief officers will wish to restrict the powers designated to those necessary to meet the envisaged deployment of PCSOs. This will help to minimise training requirements and ensure that PCSOs are focused on their core role of engagement.

4.6

Section 42 of the Act requires PCSOs to produce a 'designation' upon request when exercising any powers under the Act. The designation is not prescribed but an example of such a document is attached in [Appendix D](#). It should list which powers have been designated and must describe the approved uniform. This section also gives the chief officer power to modify or withdraw the designation as appropriate.

4.7

PCSOs are not under a duty to act in any given situation, unlike the duty falling to police officers. (Although PCSOs do have a duty under Paragraph 2(4A) of Schedule 4 (when designated) to remain with a police officer when transferring control of a detained person to his or

¹⁹ Schedule 5 of the Police Reform Act 2002. Community Safety Accreditation Schemes.

her custody until the police officer has the person under control.) PCSOs retain the powers of arrest of a citizen under both common law and section 24A of the Police and Criminal Evidence Act 1984 (PACE). They also have the power to use reasonable force in defence of themselves or another.

4.8

Section 46 of the PRA creates a number of offences relating specifically to PCSOs²⁰, namely:

- assaulting a PCSO in the execution of their duty
- resisting or wilfully obstructing a PCSO in the execution of their duty
- impersonating, or falsely claiming to be, a PCSO with intent to deceive
- being a PCSO and making a false suggestion that one possesses powers that exceed those designated by the chief officer.

4.9

It is recognised that the PCSO role has evolved since its introduction, and the availability of powers needs to reflect modern society and remain fit for purpose. The existing powers for PCSOs appear to be appropriate and proportionate for the role that they currently undertake, and it is the role that should decide the necessary powers. There is little evidence of staff being concerned that they do not have the powers to fully perform their duties. Indeed, there is the contrary view that more powers can lean towards enforcement as a resolution rather than early intervention problem [solving solutions](#).

²⁰ Including an accredited or designated person in the execution of their duty.

4.10

The Anti-social Behaviour, Crime and Policing Act 2014 has created additional powers and chief officers should decide which they will grant to PCSOs in their force areas, based on community need. For example, granting the power to deal with an offence under section 5(1) or 8(1) of the Road Traffic Regulation Act 1984 involving a contravention of a prohibition or restriction that relates to stopping, waiting or parking at or near a school entrance, may be wholly appropriate given local public feeling and what is a regular community problem in many forces.

Community Safety Accreditation Schemes

4.11

Section 40 of the PRA allows a chief officer to designate powers on individuals who are employed by a third-party organisation involved in the delivery of community safety. They are not part of the extended police family but may wear a uniform to identify themselves, for example, housing wardens, security officers and local authority staff. While the powers are conferred by the police, the individual is not a police employee nor are they under the direction and control of the chief officer – both of which are very different from PCSOs. Further guidance and information can be found at <https://www.gov.uk/government/publications/community-safety-accreditation-schemes-employers-guide>

5 Finance

5.1

From April 2013 ring-fenced funding for PCSOs was subsumed into the police main grant, giving chief officers and police and crime commissioners freedom and flexibility to make decisions regarding resourcing within their force areas.

5.2

Following this change, a number of forces have allocated significant sums to fund PCSO posts, either entirely from the main grant or using that money to attract matched funding from partners. This should be encouraged as it shows forces and partners recognise the positive contribution PCSOs make in neighbourhood policing as they become further embedded within the wider police family.

5.3

The continued assistance of matched funding from partners is critical in maintaining and increasing the number of PCSOs as necessary. The police main grant is not the only source of funding that should be relied on. Neighbourhood policing and community safety is an outcome shared by other partners, and it is important to think about how partners can be engaged and used. Creative problem solving could lead to partnership working with, for example, schools, housing developments, shopping and business parks.

It is important that there is a professional approach with partners and that they are fully involved in the ongoing development of PCSOs, not just in the initial engagement.

5.4

It should be noted that external funding for the recruitment of PCSOs is predicated on the understanding that the chief constable retains the ultimate decision on where they should be deployed, based on the local strategic assessment as part of the Community Safety Partnership collective leadership.

6 Duties

6.1

PCSOs should be fully included in the work of the neighbourhood policing team (NPT) wherever possible. The practice of assigning PCSOs mundane and isolated tasks which may not form part of their core role or for which they are not trained should be avoided. This undermines their role and may lead to low morale and team exclusion. An NPT which works as an **integrated** team (at all levels and with all roles) creates a more successful and enjoyable working environment.

6.2

Local BCU commanders, frontline officers and supervisors need to be aware that PCSOs have a different level of duty and expectation, and will be within their rights to decline to perform tasks for which they are not trained. For example, a PCSO might reasonably observe and follow a shoplifter rather than intervene and detain them.

6.3

While PCSOs have been granted new powers to seize property¹⁹, given their status in the community their participation in search warrants should be carefully considered. However, consideration can be given at a local level to deployment in the immediate area to offer a visible presence and reassurance and minimise concern in the locality.

6.4

Recognition that a PCSO must be more prepared to walk away from a situation than is traditionally the case with police officers is essential.

Supervision

6.5

Forces should consider the burden placed on supervisors of excessive numbers of staff, and the management training they

¹⁹ A discretionary power under the Anti-social Behaviour, Crime and Policing Act 2014 – see Appendix C.

require to lead PCSOs, police staff and volunteers. Using an NPT model may assist the process of supervision, as well as integrating PCSOs within core policing.

6.6

There must be a clear command structure to supervise, develop and inspire PCSOs. As they lack avenues for promotion, there should be opportunities for them to develop their role, skills and experiences. For example, supporting PCSOs to develop projects, to work with specific groups or to address specific issues in the community may help to avoid stagnation and boredom in the role and reduce turnover.

6.7

PCSOs should ordinarily report to a community beat manager who is line managed by an inspector or community beat sergeant with responsibility for a neighbourhood policing team or sector. This allows close alignment and use of the role. In all cases it is essential that supervisors are trained in the management and supervision of PCSOs and that they fully understand the role, benefits, limitations and available powers. This will ensure they have the means to assess the workloads of their staff, and that staff understand what is expected of them and how they will be assessed.

6.8

Understanding the PCSO role will greatly increase their effectiveness and ensure that they are not used inappropriately. Forces may consider integrating the work of neighbourhood and response officers to facilitate a better understanding of the work that PCSOs do and the value that they can bring to the organisation. Alternatively, forces could require all officers to spend a certain amount of time working on an NPT as part of their training or professional development to gain a better understanding of the work that these officers and staff do.

7 Operational Deployment

7.1

The ACPO position statement on the role of a police community support officer is covered in section 3 (**paragraph 3.8**).

7.2

The primary role of a PCSO is to contribute to the policing of neighbourhoods through highly visible patrols for the purposes of reassuring the public, increasing orderliness in public places and being accessible to communities and partner agencies working at local level.

7.3

Forces should carefully consider the role they envisage for their PCSOs in order to ensure that the recruitment, training and equipment they will need closely align to their purpose. It will then be crucial to ensure that the definition of the role is translated into the terms of the policing professional framework (PPF). The role profile for PCSOs has been taken from the Skills for Justice website and can be found in **Appendix B**.

National Policing Vision

7.4

The mission of policing is to prevent crime and protect the public. The National Policing Vision 2016¹⁹ applies to the whole police service, setting out what policing will look like in 2016 and beyond. It is underpinned by the Statement of Mission and Values²⁰, and Police Code of Ethics²¹. PCSOs, who are often the first point of public contact, are

¹⁹ <http://www.college.police.uk/en/20691.htm>

²⁰ <http://www.acpo.police.uk/About/missionandvalues.aspx>

²¹ http://www.college.police.uk/en/docs/Code_of_Ethics.pdf

crucial to the delivery of a professional service and maintaining public satisfaction and confidence in policing.

7.5

Local officers and neighbourhood policing teams will build relationships and confidence with local communities to support them and work with partners to prevent crime and deal with local issues. They will also solve problems and protect people through a focus on victims, offenders and locations. A greater emphasis on evidence-based practice will equip the workforce with the advanced skills needed to do this.

7.6

Centrally mandated operating models and national performance targets have been removed by the Home Office in favour of the overarching priority to reduce crime. It remains a matter for chief officers to control and direct their staff in accordance with their local police and crime plan objectives as set by the police and crime commissioner. These should reflect the views of local people and not constrain police officers from cutting crime, and be underpinned by the Principles of Neighbourhood Policing (**Appendix A**).

7.7

PCSOs can directly affect police performance and public reassurance and have a clear role to play in helping forces to achieve performance priorities on the fear of crime, feelings of public safety, public satisfaction levels and supporting overall performance.

7.8

Effective deployment of PCSOs will need to take account of force policing priorities. PCSOs should be directed or tasked within the National Intelligence Model (NIM) framework and enabled to participate in local tasking and given access to computer briefing systems. They should not, however, be deployed to perform tasks for which they are not trained.

7.9

While HMIC does not recommend the use of PCSOs to investigate crimes²², it is recognised there is an investigative element to both initial reports of crime and antisocial behaviour. This creates a paradox as a PCSO will become part of the investigation. There will always be a clear reassurance, crime prevention and deterrent role for PCSOs, and with crime prevention training they are well placed to conduct follow-up reassurance patrol and provide victims and neighbours with crime prevention advice to help prevent future crimes being committed. However, by this very activity a PCSO may become involved in the investigation process, for example, where information/intelligence is offered by a victim or neighbour. Training should be in place to support how such information is managed and processed so that while the recommendations of HMIC are observed, this does not frustrate the investigation of crime.

7.10

There may be a false expectation that PCSOs – like police officers – have a duty to engage in almost any situation or perform

²² Core Business. An inspection into crime prevention, police attendance and the use of police time (HMIC September 2014). <http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/core-business.pdf>

any task asked of them. To preserve their core role, and to ensure clarity for all concerned, it will need to be made clear that PCSOs have a limited number of powers and tasks, outside which they should neither stray nor be expected to.

7.11

Forces, local BCU commanders and police and crime commissioners may wish to raise public awareness of the boundaries to the role PCSOs carry out. An example of key messages is shown in **Appendix E**.

7.12

Tools to help avoid these pitfalls include having published and agreed intervention guidance, and training PCSOs to deal with incidents by reference to the situation, their powers and safety considerations. Application of the National Decision Model (NDM) as part of daily interaction will assist PCSOs and those charged with their supervision to ensure the role is preserved and risks minimised. See **Appendix F**.

7.13

PCSOs will be in a position to gather considerable intelligence, which will need to be processed, again in accordance with the National Intelligence Model (NIM). The potential for PCSOs to gain access to people who might ordinarily resist giving information to a police officer should not be overlooked. Forces will need to ensure that information sources are handled and overseen in accordance with the prevailing legislation and local procedure.

7.14

Examples of local good practice should be shared among forces through the POLKA local policing community²³.

²³ Police Online Knowledge Area <https://polka.pnn.police.uk/>

8 Powers

8.1

Section 38 of the Police Reform Act 2002 (PRA) allows a chief officer to designate powers to PCSOs. A list of standard and discretionary powers can be found in Appendix C of this handbook. In addition, there are a number of local authority bylaws which can also be designated (usually enforced by the issue of fixed penalty notices).

8.2

The standard list of 20 discretionary powers was introduced in 2007 and, once trained, all PCSOs are designated with these powers. This has, therefore, created core standardisation across England and Wales while still allowing for local flexibility by individual forces to grant a range of additional discretionary powers to meet local community policing needs. The resulting variation between some forces has led to a degree of confusion and misunderstanding and has been negatively portrayed in some sections of the national media.

8.3

Some forces presently designate PCSOs all the powers available, while others adopt a more selective and restrictive approach. In all cases chief officers should satisfy themselves that there is an **operational** requirement to designate additional powers. Any increase will have additional training/cost requirements, potential personal safety implications, create possible public confusion and the blurring of roles between PCSOs and warranted officers. To prevent confusion, PCSOs should have uniform powers throughout a force area.

8.4

There is nothing to prevent PCSOs in different parts of a force area from being designated with different powers, depending on local need. However, this may cause confusion among the public and absolute clarity is needed so that those supervising and leading the PCSOs understand any anomalies across geographical boundaries. Good practice indicates that discretionary powers should be set force-wide and, where collaborative opportunities with surrounding forces are extant or being considered, there should be a common discretionary powers base.

8.5

While, to ensure national standardisation, there have been calls for the adoption of all available powers, the current policing landscape and autonomy makes this unrealistic. Local authorities are keen to see transferable powers which could help to address certain local issues closely related to the work of neighbourhood teams, eg, enforcement of environmental and parking offences, but any additional powers should not undermine a PCSO's current status, increase their administrative burdens or remove them from the streets.

8.6

Research carried out by the Neighbourhood Policing Programme indicates that the majority of powers issued are seldom used, and this is particularly the case when large numbers are designated. There is also variation between forces

regarding those powers outside the Police Reform Act 2002 (PRA) that are allocated to PCSOs. Many forces have designated PCSOs as traffic wardens¹⁹ and, as such, have a number of additional powers, which usually occupy a considerable amount of their time on enforcement activity. A balance needs to be struck so that PCSOs are not diverted from neighbourhood engagement, especially where other local contracted services may exist.

8.7

The general view of police and crime commissioners is that PCSOs have a role to play and are at the core of community policing, with chief constables retaining the flexibility to best match powers to the role and local need rather than solely to enforcement.

8.8

The Home Office will continue to monitor and review the availability of powers for PCSOs through consultation in order to preserve the role, maintain effectiveness and establish a national picture of the powers which forces are designating and using. This mapping exercise may necessitate requests for additional offences being added to the list of powers or the removal of those no longer required. Any amendment to PCSO powers would be subject to primary legislation.

¹⁹ Further information on the designation of traffic wardens, legislation and operational deployment can be found in the original 2006 ACPO Guidance on Police Community Support Officers.

9 Recruitment and Employment

9.1

Given the individual needs of forces, the recruitment of police staff and their terms and conditions is a matter for chief officers and police and crime commissioners relative to their own policing areas. It should be carried out in consultation with force HR departments to ensure legal compliance, and staff associations, which may provide advice and support. Further information should be sought by referring to local force guidance.

10 Training and Development

10.1

A chief officer (or director general) must be satisfied that a person is suitable, capable and adequately trained to carry out the functions required of them and shall not designate a person unless they are satisfied that the person:

- is suitable to carry out the functions for the purposes of which they are designated
- is capable of effectively carrying out those functions, and
- has received adequate training in carrying out those functions, and in the exercise and performance of the powers and duties to be conferred on them by virtue of the designation.

10.2

This places a clear duty of care on forces to ensure that all PCSOs are capable of fulfilling their role and that they are trained effectively before they are deployed to their duties.

10.3

A body of good practice is available in relation to this training, and the College of Policing is willing to assist and offer further guidance to forces. The following practices and guidelines are recommended.

10.4

The National Policing Curriculum (NPC) comprises training standards which have been designed to meet policing

needs. It enables learning programmes and frameworks to be developed for the education and professional development of police officers and staff. The training standards are fully mapped to Authorised Professional Practice¹⁹, relevant National Occupational Standards and Qualifications and Credit Framework (QCF) units contained within the Policing Professional Framework²⁰.

10.5

The NPC is divided into 10 categories of learning:

1. Ethics and values
2. Personal and public safety
3. Information management/ICT
4. Community engagement and crime prevention
5. Forensics and evidence gathering
6. Public protection
7. Intelligence and counter terrorism
8. Crime and investigation
9. Planned operations and emergency procedures
10. Leadership and strategic command.

10.6

Initial learning, which incorporates elements of all the above categories, also features as a category in its own right.

¹⁹ <http://www.app.college.police.uk/>

²⁰ http://www.skillsforjustice-ppf.com/national-roles/?rt_id=2&rg_id=9&r_id=154

Initial Learning

10.7

All PCSO training delivered locally must follow the National Policing Curriculum. The PCSO National Learning Programme is usually 10 weeks of direct learning completed over a period between six months and one year and offers a non-mandatory qualification – Certificate in Policing²¹.

10.8

Subject, where appropriate, to training needs analysis, initial training should include:

- corporate induction including professional standards
- diversity, ethics and community awareness
- inter-personal skills
- first aid
- self-defence ('empty hand skills')
- communications and radio procedure
- problem-solving approaches to crime and disorder
- scene management
- tasking and intelligence gathering
- evidence gathering and witness skills
- PCSO powers and procedures
- citizens' powers and procedures
- human rights
- antisocial behaviour, anti-social behaviour contracts and youth referral.

10.9

Other references should also be made to documents such as the 'intervention

²¹ From June 2010 the non-mandatory Certificate in Policing qualification for PCSOs was introduced. This qualification is available under Ofqual's Qualifications Credit Framework (QCF) and is administered through the main national awarding bodies. The award provides opportunities for Recognition of Prior Learning (RPL) for those PCSOs wishing to become police constables. Further information can be obtained from the College of Policing <http://www.college.police.uk/en/12881.htm>

guidance' (Appendix F) throughout the training programme.

10.10

From initial training, through to the initial stages of deployment and throughout the whole of the probationary period, there needs to be a structured monitoring and development process comparable to that of probationer constables. This should be linked directly to the NOS, Learning Descriptors, QCF units and the role of the PCSO. Appropriate monitoring documentation, similar to Student Officer Learning and Assessment Portfolio (SOLAP) for probationer constables, should be used to achieve this.

10.11

All PCSOs should receive regular continuation training, for example, additional crime prevention training²² (see **paragraph 7.9**) and the initial training package should be regularly reviewed.

10.12

All PCSOs should undertake regular continuation training in self-defence and first aid, as recommended by local force procedures and College of Policing directives.

10.13

Further training aimed at enhancing and building on current skills should also be designed according to local need, then evidenced and subject to a learning-needs analysis. Continuation training could include areas such as:

- major incident training
- Sexual Offences Act 2003
- major incident house-to-house training

²² The College of Policing has developed a three-day course, 'Problem-solving and home security surveying', which focuses on developing the crime prevention skills for PCSOs and other community staff in an effort to standardise crime prevention training for officers and staff within neighbourhood teams.

- RIPA (Regulation of Investigatory Powers Act 2000)
- vulnerable persons
- understanding mental ill health
- missing persons.

10.14

Whenever new powers become available, individual forces need to ensure that PCSOs have been adequately trained and are capable of using those additional powers effectively before the chief officer designates them.

10.15

Some forces have trained and appointed current PCSOs as tutors or mentors. This should be seen as good practice, particularly as it develops PCSOs laterally in the absence of a career pathway beyond their core role. They are responsible for carrying out a period of mentoring or tutoring similar to the role of the tutor constable, having received training and accreditation as A1 assessors.

Supervision and Leadership

10.16

It is imperative that all those in the police service are aware of the importance of the role and exactly what it entails so that PCSOs are used effectively and appropriately.

10.17

Forces should look to ensure that current and new staff, both police officer and police staff members, receive an input on the role of the PCSO. This could be delivered in various ways and reinforced with an internal website and other methods of local communication.

10.18

It is essential that all supervisors, police officers and police staff are aware of the role of the PCSO and their responsibilities

as supervisors. The Core Leadership and Development Programme includes an element on managing volunteers and teams and prepares staff to lead and supervise PCSOs effectively.

Development

10.19

PCSOs often bring a wealth of academic and life experiences which should be used to engage and enhance their role within the community. There is much good practice in forces where PCSOs have been deployed effectively and have the time to develop community projects and campaigns, become specialists in certain areas of police business, and build good relationships with partners to address community issues. For example:

- developing projects to engage the more vulnerable and minority sections of the community
- anti-bullying campaigns
- initiatives to combat substance misuse
- youth engagement to reduce antisocial behaviour
- specialising in rural crime issues
- crime prevention initiatives among the business area community
- supporting CONTEST²³, the government's counter-terrorism strategy as part of community Prevent initiatives with partners.

10.20

Given the specific role of PCSOs, they have a limited opportunity to develop, which can mean they spend several years gaining a range of skills and abilities yet have no formal recognition to show for this. PCSOs should be encouraged and supported to undertake academic and work-based assessment qualifications to enhance their skills.

²³ <https://www.gov.uk/government/policies/protecting-the-uk-against-terrorism>

11

Equipment and Uniform

Forces need to equip PCSOs in accordance with their different plans for deployment and with health and safety considerations.

Access to vehicles in rural areas may be necessary, although the clear emphasis of PCSOs is high-visibility foot patrol. Cycle patrol is an alternative in some areas. In urban areas, walking or public transport may be sufficient to allow PCSOs to patrol their areas effectively.

Where PCSOs are allocated force vehicles, these should be liveried so that the vehicles are recognisable to the public as belonging to the police. Ideally, they should also be visibly distinct from other marked police vehicles.

PCSOs should be recognisable to the public as police staff but visibly distinct from regular police officers. The Home Office preference is that PCSOs look similar across the country.

An example of uniform entitlement is shown in **Appendix H**. While it is understood that forces may wish to vary from the norm, this should be done on objective grounds (such as economy) which can be audited.

Forces should also note that there are special safety considerations about headgear (eg, level of head protection) and reflective wear (eg, European standard EN471). A rigorous health and safety risk assessment should identify the safety standards

which apply. Forces should also be in a position to respond to any national changes in relation to head protection as they emerge.

The issue of additional badging, for example, to reflect that a PCSO has been provided via a local source of funding such as a local authority should be avoided. This has the potential to lead to confusion with local authority funded wardens and is not, therefore, recommended as good practice. This position should be outlined to any partner agency prior to the start of any partnership agreement.

Appointments

Appointments need to be considered in the light of the type of duties envisaged. PCSOs will need access to communication (probably an Airwave terminal or – additionally in some rural areas with poor coverage – mobile telephones), a means of recording evidence in respect of offences they deal with or witness (a pocket notebook, incident or offence booklet or equivalent), and equipment for their protection in accordance with health and safety risk assessments.

Each force will need to consider what level of protective appointments will be appropriate to its PCSOs. Passive protective equipment, eg, body armour has become commonplace and forces should consider issue of this equipment in light of local health and safety assessments.

The current assessment of the PCSO role indicates there is no requirement for the issue of incapacitant spray and baton. Where the power to detain has been conferred, appropriate personal protective equipment should be available to meet the risk assessment. Further information can be found in **Appendix I**.

Summary

There are substantial legislative and regulatory considerations that need to be taken into account prior to the issuing of personal protective equipment (PPE) to PCSOs. There are also considerable officer safety training requirements associated with the issuing and use of PPE, and forces will need to be in a position to commit resources to both initial and regular refresher training. Training is, however, essential and forces must be able to demonstrate adequate levels of competence in the event of any subsequent complaint, challenge or litigation.

Forces must clearly define the role and powers of their PCSOs prior to making decisions about PPE.

Appendix A

Principles of Neighbourhood Policing

Neighbourhood policing:

1. Is an organisational strategy that allows the police, its partners and the public to work closely together to solve the problems of crime and disorder, improve neighbourhood conditions and feelings of security
2. Is managed within mainstream policing activity, integrated with other policing and partnership services and should not diminish activity to address volume and serious crime
3. Requires evidence-based deployment of neighbourhood teams against identified need
4. Establishes dedicated, identifiable, accessible and responsive neighbourhood policing teams which provide all citizens with a named point of access
5. Reflects local conditions and is flexible and adaptive
6. Allows the police service to work directly with local people in identifying the problems that are most important to them, thereby giving people direct influence over local policing priorities
7. Establishes a regime for engaging other agencies and the public in problem-solving mechanisms
8. Uses the National Intelligence Model (NIM) as a basis for deployment
9. Requires an effective engagement, communication and feedback strategy, and a clear explanation of where accountability lies
10. Should be subject to rigorous performance management, including clear performance monitoring against a local plan and commitments made to neighbourhoods.

Neighbourhood policing is about having a citizen-focused approach and providing communities with:

Access – to policing or community safety services through a named point of contact

Influence – over community safety priorities in their neighbourhoods

Interventions – joint action with communities and partners to solve problems

Answers – sustainable solutions to problems and feedback on results.

		Neighbourhood Policing Team	PCSO Key Points
Do communities have confidence that we understand the issues that matter to them?	Access	Do the community know who is responsible for their area and how to contact them?	<ul style="list-style-type: none"> ■ Research has clearly indicated the benefit to the community of a consistent visible uniformed presence ■ PCSOs work best when undertaking community reassurance in specific areas ■ The police service benefits from high-quality community intelligence by investing time in engaging with communities ■ PCSOs add value to policing through having the time to listen, record and solve community issues.
	Influence	Do the community know how to influence priorities for their area?	<ul style="list-style-type: none"> ■ PCSOs should be fully involved with, and provide intelligence to support and inform, the National Intelligence Model ■ Police sergeants should have overall supervisory responsibility for PCSOs, including welfare, development and performance ■ Neighbourhood constables can provide direction and tasking to PCSOs on a daily basis.
Do communities have confidence that we are dealing with the issues that matter to them?	Interventions	Do the community take part in solving problems?	<ul style="list-style-type: none"> ■ Applying a structured problem-solving approach involving the skills of PCSOs can deal effectively with community priorities ■ PCSOs are best used in relation to their non-confrontational, reassurance role within neighbourhood policing ■ The first consideration for a PCSO when using any of their powers is that of their own personal safety ■ Good practice dictates that PCSOs should work in conjunction with other partners, and the extended family, each using their own skills, powers and experience.
	Answers	Do the community notice a visible difference?	<ul style="list-style-type: none"> ■ PCSOs need to be aware of the impact of their neighbourhood-level activity to resolve community issues, ie, reductions in crime and antisocial behaviour, and increasing public confidence ■ PCSOs have a key role in communicating the work of the neighbourhood teams to the community through local publicity material, community meetings etc.

Appendix B

Police Community Support Officer Role Profile

Policing Professional Framework (PPF) – Community Support Officer (PCSO) Role Profile¹⁹

A PCSO must be able to:

- gather and submit information that has the potential to support law enforcement objectives
- anticipate and assess the risk of emergencies
- provide an initial response to incidents
- prepare for, and participate in, planned law enforcement operations
- manage conflict
- provide initial support to victims, survivors and witnesses and assess their need for further support.

Personal Qualities

Decision making:

- gathers, verifies and assesses all appropriate and available information to gain an accurate understanding of situations
- considers a range of possible options before making clear, timely, justifiable decisions
- reviews decisions in the light of new information and changing circumstances
- balances risks, costs and benefits, thinking about the wider impact of decisions
- exercises discretion and applies professional judgement, ensuring actions and decisions are proportionate and in the public interest.

Leadership

Openness to change:

- positive about change, adapting rapidly to different ways of working and putting effort into making them work
- flexible and open to alternative approaches to solving problems
- finds better, more cost-effective ways to do things, making suggestions for change
- takes an innovative and creative approach to solving problems.

Service delivery:

- understands the organisation's objectives and priorities, and how own work fits into these
- plans and organises tasks effectively, taking a structured and methodical approach to achieving outcomes
- manages multiple tasks effectively by thinking things through in advance, prioritising and managing time well
- focuses on the outcomes to be achieved, working quickly and accurately and seeking guidance when appropriate.

¹⁹ http://www.skillsforjustice-ppf.com/national-roles/?r_id=154

Professionalism:

- acts with integrity, in line with the values and ethical standards of the police service
- takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and potentially volatile situations
- acts on own initiative to address issues, showing a strong work ethic and demonstrating extra effort when required
- upholds professional standards, acting honestly and ethically, and challenges unprofessional conduct or discriminatory behaviour
- asks for and acts on feedback, learning from experience and developing own professional skills and knowledge
- remains calm and professional under pressure, defusing conflict and being prepared to step forward and take control when required.

Public service:

- demonstrates a real belief in public service, focusing on what matters to the public and will best serve their interests
- understands the expectations, changing needs and concerns of different communities, and strives to address them
- builds public confidence by talking to people in local communities to explore their viewpoints and break down barriers between them and the police
- understands the impact and benefits of policing for different communities, and identifies the best way to deliver services to them
- works in partnership with other agencies to deliver the best possible overall service to the public.

Working with others:

- works cooperatively with others to get things done, willingly giving help and support to colleagues
- is approachable, developing positive working relationships
- explains things well, focusing on the key points and talking to people using language they understand
- listens carefully and asks questions to clarify understanding, expressing own views positively and constructively
- persuades people by stressing the benefits of a particular approach, keeps them informed of progress and manages their expectations
- is courteous, polite and considerate, showing empathy and compassion
- deals with people as individuals and addresses their specific needs and concerns
- treats people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances.

Associated Qualifications, Accreditation and Learning Programmes Level 3 Certificate in Policing (Police Community Support Officer)

Appendix C

Police Community Support Officers 2014 Powers

List of standard powers (supplied by the Police Integrity and Powers Unit of the Home Office)

Power	Relevant legislation
To issue fixed penalty notices for cycling on a footpath: power of a constable in uniform to give a person a fixed penalty notice under section 54 of the Road Traffic Offenders Act 1988 (fixed penalty notices) in respect of an offence under section 72 of the Highway Act 1835 (riding on a footway) committed by cycling.	Paragraph 1(2)(b) of Schedule 4 to the Police Reform Act 2002.
To issue fixed penalty notices for littering: power of an authorised officer of a litter authority to give a notice under section 88 of the Environmental Protection Act 1990 (fixed penalty notices in respect of litter).	Paragraph 1(2)(d) of Schedule 4 to the Police Reform Act 2002.
To require name and address: power to require the name and address of a person whom a PCSO has reason to believe has committed a relevant offence or a relevant licensing offence. (Relevant offences are defined under subparagraph 2(6) of Schedule 4 of the Police Reform Act 2002 and include relevant fixed penalty offences under paragraph 1 of Schedule 4, an offence under section 32(2) of the Anti-social Behaviour Act 2003 (failure to follow an instruction to disperse) and an offence which appears to have caused injury, alarm or distress to another person or loss of or damage to another person's property. A relevant licensing offence is defined as a specified offence under the Licensing Act 2003). Paragraph 1A enables chief constables to designate the power to require name and address without also designating the power of detention.	Paragraph 1A of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 2 of Schedule 8 to the Serious Organised Crime and Police Act 2005).
To require name and address for antisocial behaviour: power of a constable in uniform, under section 50 of the Police Reform Act 2002, to require a person whom he or she has reason to believe has been acting, or to be acting, in an antisocial manner to give his or her name and address. Subparagraph 3(2) of Schedule 4 provides the PCSO with the power to detain (under subparagraphs 2(3) to (5) of Schedule 4). However, by virtue of paragraph 2(8) of Schedule 4 the power to detain 'has no effect unless a PCSO has been designated with the power of detention under paragraph 2 of Schedule 4'.	Paragraph 3 of Schedule 4 to the Police Reform Act 2002 (as amended by paragraph 3(10) of Schedule 8 to the Serious Organised Crime and Police Act 2005).
To require name and address for road traffic offences: enables PCSOs to be designated with the power to require the name and address of a driver or pedestrian who fails to follow the directions of a community support officer or police officer under sections 35 or 37 of the Road Traffic Act 1988.	Paragraph 3A of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 6 of Schedule 8 to the Serious Organised Crime and Police Act 2005).

<p>To require persons drinking in designated places to surrender alcohol: requires a person whom a PCSO reasonably believes is, or has been, consuming alcohol in a designated public place or intends to do so, to not consume that alcohol and to surrender any alcohol or container for alcohol. Power to dispose of alcohol surrendered.</p>	<p>Paragraph 5 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To require persons aged under 18 to surrender alcohol: requires a person whom a PCSO reasonably suspects is aged under 18, or is or has been supplying alcohol to a person aged under 18, to surrender any alcohol in their possession and to give their name and address. Power to require such a person to surrender sealed containers of alcohol if the PCSO has reason to believe that the person is or has been consuming or intends to consume alcohol. Power to dispose of alcohol surrendered.</p>	<p>Paragraph 6 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To seize tobacco from a person aged under 16 and to dispose of that tobacco.</p>	<p>Paragraph 7 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To seize drugs and require name and address for possession of drugs: enables PCSOs to be designated with a power to seize unconcealed drugs or drugs found when searching for alcohol, tobacco or other items if the PCSO reasonably believes the person is in unlawful possession of them. The PCSO must retain the drugs until a constable gives them further instructions. If a PCSO finds drugs in a person's possession or has reason to believe that a person is in possession of drugs and reasonably believes such possession is unlawful, the PCSO may require that person's name and address.</p>	<p>Paragraphs 7B of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 8 of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>
<p>To enter and search any premises for the purposes of saving life and limb or preventing serious damage to property.</p>	<p>Paragraph 8 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To seize vehicles used to cause alarm: power to stop and seize a vehicle which a PCSO has reason to believe is being used in a manner which contravenes sections 3 or 34 of the Road Traffic Act 1988 (careless and inconsiderate driving and prohibition of off-road driving) and is causing alarm, distress or annoyance under section 59 of the Police Reform Act 2002.</p>	<p>Paragraph 9 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To remove abandoned vehicles under regulations made under section 99 of the Road Traffic Regulation Act 1984. A PCSO designated under this paragraph has the power to order the removal of a vehicle under regulation 3 of the Removal and Disposal of Vehicles Regulations 1986. This relates to vehicles that have broken down or been permitted to remain at rest on a road:</p> <ul style="list-style-type: none"> (a) in a position, condition or situation causing obstruction or danger to persons using the road, or (b) in contravention of a prohibition contained in Schedule 1 of the regulations. 	<p>Paragraph 10 of Schedule 4 to the Police Reform Act 2002.</p>

<p>To stop cycles: powers of a constable in uniform to stop a cycle under section 163(2) of the Road Traffic Act 1988 when a PCSO has reason to believe that a person has committed the offence of riding on a footpath.</p>	<p>Paragraph 11A of Schedule 4 to the Police Reform Act 2002 (inserted by section 89(3) of the Anti-social Behaviour Act 2003).</p>
<p>To control traffic for purposes other than escorting a load of exceptional dimensions: powers to direct traffic (for purposes other than escorting loads of exceptional dimensions) based on the powers constables have under sections 35 and 37 of the Road Traffic Act 1988. It also gives PCSOs the power to direct traffic for the purposes of conducting a traffic survey. PCSOs designated under this paragraph must also be designated with powers under paragraph 3A of Schedule 4 to the Police Reform Act.</p>	<p>Paragraph 11B of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 10 of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>
<p>To carry out road checks: power to carry out a road check which has been authorised by a superintendent (or a police officer of higher rank) and power to stop vehicles for the purposes of carrying out a road check.</p>	<p>Paragraph 13 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To place signs: enables PCSOs to be designated with the power of a constable under section 67 of the Road Traffic Regulation Act 1984 to place and maintain traffic signs.</p>	<p>Paragraph 13A of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 11 of the Serious Organised Crime and Police Act 2005).</p>
<p>To enforce cordoned areas: under section 36 of the Terrorism Act 2000.</p>	<p>Paragraph 14 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To stop and search in authorised areas: powers under the Terrorism Act 2000 in authorised areas to stop and search vehicles and pedestrians when in the company and under the supervision of a constable.</p>	<p>Paragraph 15 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To photograph persons away from a police station: enables PCSOs to be designated with the power to photograph a person who has been arrested, detained or given a fixed penalty notice away from the police station.</p>	<p>Paragraph 15ZA of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 12 of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>

List of Discretionary Powers that Can Be Designated by Chief Officers

Power	Relevant legislation
To issue penalty notices in respect of offences of disorder: power of a constable in uniform to give a penalty notice under Chapter 1 of Part 1 of the Criminal Justice and Police Act 2001 (fixed penalty notices in respect of offences of disorder).	Paragraph 1(2)(a) of Schedule 4 to the Police Reform Act 2002.
To issue fixed penalty notices for truancy: power of a constable to give a penalty notice under section 444A of the Education Act 1996 (penalty notice in respect of failure to secure regular attendance at school of registered pupil).	Paragraph 1(2)(aa) of Schedule 4 to the Police Reform Act 2002 (inserted by section 23 of the Anti-social Behaviour Act 2003).
To issue fixed penalty notices for excluded pupil found in a public place: power of a constable to give a penalty notice under section 105 of the Education and Inspections Act 2006 (penalty notice in respect of presence of excluded pupil in public place).	Paragraph 1(2)(ab) of Schedule 4 to the Police Reform Act 2002 (inserted by section 107(2) of the Education and Inspections Act 2006).
To issue fixed penalty notices for dog fouling: power of an authorised officer of a local authority to give a notice under section 4 of the Dogs (Fouling of Land) Act 1996 (fixed penalty notices in respect of dog fouling). This power (and the 1996 Act) have now been repealed in relation to England and Wales by section 107 and Schedule 5 Part 5 of the Clean Neighbourhoods and Environment Act 2005. However, the power continues to have effect in respect of any land which remains designated land under the 1996 Act.	Paragraph 1(2)(c) of Schedule 4 to the Police Reform Act 2002.
To issue fixed penalty notices for graffiti and fly-posting: power of an authorised officer of a local authority to give a notice under section 43(1) of the Anti-social Behaviour Act 2003 (penalty notices in respect of graffiti or fly-posting).	Paragraph 1(2)(ca) of Schedule 4 to the Police Reform Act 2002 (inserted by section 46 of the Anti-social Behaviour Act 2003).
To issue a fixed penalty notice for relevant bylaw offence: power of an authorised officer of an authority which has made a bylaw to which this section applies has reason to believe that a person has committed an offence against the bylaw.	Paragraph 1ZA of Schedule 4 to the Police Reform Act 2002 (inserted by section 133 of the Local Government and Public involvement in Health Act 2007).

<p>To detain: power to detain a person whom a PCSO has reason to believe has committed a relevant offence who fails to comply with a requirement under paragraph 1A(3) to give name and address or who gives an answer which the PCSO reasonably suspects to be false or inaccurate, for up to 30 minutes for the arrival of a police officer (or to accompany that person to a police station if he or she elects to do so on request). Under paragraph 2(2) (as amended by Schedule 8 to the Serious Organised Crime and Police Act 2005), a PCSO may only be designated with the power to detain if they have also been designated with the power to require name and address under paragraph 1A of the Police Reform Act 2002.</p>	<p>Paragraph 2(3) of Schedule 4 to the Police Reform Act 2002. Paragraph 3(2) of Schedule 8 to the Serious Organised Crime and Police Act 2005.</p>
<p>To enforce bylaws: the Serious Organised Crime and Police Act 2005 provides that offences committed under relevant bylaws are relevant offences under paragraph 2(6) of Schedule 4 of the Police Reform Act 2002. A relevant bylaw is one from a list of bylaws that has been agreed between a chief constable and a relevant bylaw-making body. As well as being able to require name and address for breach of a bylaw, PCSOs can also enforce a bylaw by removing a person from a place if a constable would also have the power to enforce a bylaw in that way.</p>	<p>Paragraphs 1A, 2(3A), 2(6)(ad), 2(6B), 2(6C), 2(6D), 2(6E), 2(6F) of Schedule 4 to the Police Reform Act 2002 (see paragraphs 2, 3(4), 3(7) and 3(8) of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>
<p>To deal with begging: the Serious Organised Crime and Police Act 2005 makes offences under sections 3 and 4 of the Vagrancy Act 1824 into relevant offences. It also gives PCSOs a power to detain a person whom they have required to stop committing an offence under sections 3 and 4 of the Vagrancy Act and who has failed to comply with the requirement.</p>	<p>Paragraphs 2(6)(ac) and 2(3B) of Schedule 4 to the Police Reform Act 2002 (see paragraphs 3(4), 3(5), 3(6) and 3(7) of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>
<p>To enforce certain licensing offences: the Serious Organised Crime and Police Act 2005 establishes a set of relevant licensing offences. These offences are sale of alcohol to a person who is drunk, obtaining alcohol for a person who is drunk, sale of alcohol to children, purchase of alcohol by or on behalf of children, consumption of alcohol by children and sending a child to obtain alcohol. Where these offences apply specifically to clubs, they are not relevant licensing offences. PCSOs may require name and address but may not detain for those relevant licensing offences that are most likely to be committed by licence holders.</p>	<p>Paragraph 2(6A) of Schedule 4 to the Police Reform Act 2002 (see paragraphs 3(3) and 3(8) of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>
<p>To search detained persons for dangerous items or items that could be used to assist escape: enables PCSOs to be designated with the same powers as a constable under section 32 of PACE to search detained persons for anything that could be used to cause physical injury or to assist escape. A PCSO must comply with a police officer's instructions on what to do with the item.</p>	<p>Paragraph 2A of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 4 of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>

<p>To use reasonable force to prevent a detained person making off: either when waiting for the arrival of a constable or when accompanying a detained person to a police station.</p>	<p>Paragraph 4 of Schedule 4 to the Police Reform Act 2002.</p>
<p>To disperse groups and remove persons under 16 to their place of residence: where a designation applies this paragraph to a person, that person has within the relevant police area the powers conferred on a constable by section 35 of the Anti-social Behaviour, Crime and Policing Act 2014.</p>	<p>Paragraph 4A of Schedule 4 to the Police Reform Act 2002 (inserted by section 40(3) of the Anti-social Behaviour, Crime and Policing Act 2014).</p>
<p>To remove truants to designated premises etc.: enables a PCSO to be designated with the power of a constable under section 16(3) of (3ZA) of the Crime and Disorder Act 1998 to remove a truant or excluded pupil found in a specified area (as specified in a direction under section 16(2) of the 1998 Act) to designated premises or (in the case of a truant) to the school from which the truant is absent.</p>	<p>Paragraph 4C of Schedule 4 to the Police Reform Act 2002 (inserted by section 8 of the Police and Justice Act 2006).</p>
<p>To use reasonable force in relation to detained persons: paragraph 2(4A) of Schedule 4 to the Police Reform Act 2002 places a duty on PCSOs to remain with a police officer when transferring a detained person to his or her custody until the police officer has control of the detained person. Paragraph 2(4B) places a PCSO accompanying a detained person to a police station under a duty to remain at the police station until he or she has transferred control of the detained person. If a PCSO is designated with paragraph 4ZB of Schedule 4 then he or she may use reasonable force in complying with duties under 2(4A) and 2(4B). If a PCSO is designated with paragraph 4ZA then he or she may use reasonable force when exercising powers under paragraphs 2(3B), 2(4), 7A(8) or 7C(2)(a).</p>	<p>Paragraphs 2(4A), 2(4B), 4ZA and 4ZB of Schedule 4 to the Police Reform Act 2002 (see paragraphs 2, 3 and 4 of Schedule 9 to the Serious Organised Crime and Police Act 2005).</p>
<p>To search for alcohol and tobacco: where a person has failed to comply with a requirement under paragraph 5 or 6 or has failed to allow a PCSO to seize tobacco under paragraph 7 of Schedule 4 to the Police Reform Act 2002 and a PCSO reasonably believes that the person is in possession of alcohol or tobacco, a PCSO may search them for it and dispose of anything found. It is an offence to fail to consent to be searched and PCSOs can require name and address for this offence. As specified in paragraph 3(10) of Schedule 8 to the Serious Organised Crime and Police Act 2005, a PCSO may only detain a person for failure to give an adequate name and address if he or she has been designated with powers under paragraph 2 of Schedule 4 to the Police Reform Act.</p>	<p>Paragraph 7A of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 8 of Schedule 8 of the Serious Organised Crime and Police Act 2005).</p>
<p>To seize drugs and require name and address for possession of drugs: builds on the standard power to seize drugs and require name and address under paragraph 7B and enables PCSOs to detain a person on failure to comply with the requirement to provide name and address.</p> <p>See list of standard powers.</p>	<p>Paragraph 7C of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 8 of Schedule 8 to the Serious Organised Crime and Police Act 2005).</p>

To enforce park trading offences: enables a PCSO to seize non-perishable items from a person the PCSO reasonably suspects have been used in the commission of a park trading offence under the Royal Parks (Trading) Act 2000. This power can only apply to PCSOs in the Metropolitan Police Force.	Paragraph 7D of Schedule 4 to the Police Reform Act 2002.
Limited power to enter licensed premises: enables PCSOs to be designated with a power to enter licensed premises under section 180 of the Licensing Act 2003 for the purposes of investigating relevant licensing offences. They may not enter clubs and must enter all premises with a constable unless the premises are licensed for the sale of alcohol off the premises.	Paragraph 8A of Schedule 4 to the Police Reform Act 2002 (inserted by paragraph 9 of Schedule 8 to the Serious Organised Crime and Police Act 2005).
To stop vehicles for testing: powers of a constable in uniform to stop vehicles for the purposes of testing under section 67 of the Road Traffic Act 1988.	Paragraph 11 of Schedule 4 to the Police Reform Act 2002.
Power to direct traffic for the purposes of escorting abnormal loads.	Paragraph 12 of Schedule 4 to the Police Reform Act 2002.
Power to serve closure notice for licensed premises persistently selling to children.	Paragraph 5A of Schedule 4 to the Police Reform Act 2002 (as inserted by section 24(6) of the Violent Crime Reduction Act 2006).

List of Discretionary Powers Introduced by Virtue of the Anti-social Behaviour, Crime and Policing Act 2014

Power	Relevant legislation
To issue a fixed penalty notice for cycling without lights: power of a constable to issue a fixed penalty notice for failing to comply with section 42 (lighting equipment or reflectors for cycles) of the Road Traffic Act 1988.	Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(f)(i) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.
To issue a fixed penalty notice for failing to comply with traffic signs: enables a PCSO to issue a fixed penalty notice for failing to comply with the indication given by a red traffic light under section 36 Road Traffic Act 1988.	Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(e) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.

<p>To issue a fixed penalty notice for carrying a passenger on a cycle: enables a PCSO to issue a fixed penalty notice under section 24 of the Road Traffic Act 1988 for the offence of more than one person on a one-person bicycle.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(c) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice to a cyclist for failing to comply with a traffic direction: gives PCSOs the power of a constable to issue a fixed penalty notice the rider of a cycle under section 35 of the Road Traffic Act 1988, failing to comply with traffic directions.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(d) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for parking in a restricted area outside schools: enables PCSOs to issue a fixed penalty notice for contravention of a prohibition or restriction that relates to stopping, waiting or parking at or near a school entrance under section 5(1) or 8(1) of the Road Traffic Regulation Act 1984. Paragraph 3 of the Anti-social Behaviour, Crime and Policing Act 2014 requires a chief officer to consult the local authority prior to designation of this power.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(b)(i) and 3 of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for failing to stop for a police constable: gives PCSOs the power to issue a fixed penalty notice under section 163 of the Road Traffic Act 1988 for the offence of failing to stop a vehicle or cycle when required to do so by a constable or traffic officer.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(g) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for driving the wrong way down a one-way street: gives the power of a constable to issue a fixed penalty notice under section 5(1) or 8(1) of the Road Traffic Regulation Act 1984 for contravention of a prohibition or restriction that relates to one-way traffic on a road.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(b)(ii) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for sounding a horn when stationary: enables a PCSO to issue a fixed penalty notice for an offence under section 42 of the Road Traffic Act 1988.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(f)(iv) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for sounding a horn on a restricted road at night: enables a PCSO to issue a fixed penalty notice for an offence under section 42 of the Road Traffic Act 1988.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(f)(iv) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>

<p>To issue a fixed penalty notice for not stopping engine when stationary: under section 42 of the Road Traffic Act 1988, PCSOs will have the power of a constable to issue a fixed penalty notice for the offence of failing to comply with a construction or use requirement about stopping the action of a stationary vehicle's machinery.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(f)(iii) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for causing unnecessary noise: under section 42 of the Road Traffic Act 1988, PCSOs will have the power of a constable to issue a fixed penalty notice for the offence of failing to comply with a construction or use requirement about the use on a road of a motor vehicle that causes excessive noise.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(f)(ii) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for contravening bus lane: PCSOs will have the power of a constable under section 5(1) or 8(1) of the Road Traffic Act 1984 to issue a fixed penalty notice for a contravention of a prohibition or restriction that relates to lanes or routes for buses.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(b)(iii) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for opening door so as to cause injury/danger: under section 42 of the Road Traffic Act 1988, PCSOs will have the power of a constable to issue a fixed penalty notice for the offence of failing to comply with a construction or use requirement about opening a vehicle's door on a road so as to injure or endanger a person.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(3)(f)(v) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>Power to seize and retain: PCSOs will, when lawfully on a premises, have the same power as a constable under section 19 of the 1984 Act (general powers of seizure) to seize things. They will also have the power to impose a requirement by virtue of subsection 4 in relation to information accessible from the premises and subsection 6 (protection for legally privileged material from seizure). Section 21(1) and (2) (record of seizure), sections 21 (3) to (8) and 22 (access, copying and retention) of the 1984 Act have effect.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 4 of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To confirm the identity of a charity collector: PCSOs will have the power of a constable under section 6 of the House to House Collections Act 1939 to require name, address and signature, and under section 4 to produce their certificate of authority.</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 5 of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice to an unlicensed street vendor: PCSOs will have the power of an authorised officer of a borough council to give notice under section 15 of the London Local Authorities Act 2004 in respect of an offence under section 38(1) of the London Local Authorities Act 1990 or section 27(1) of the City of Westminster Act 1999 (unlicensed street trading).</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 2(2)(cb) of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>

<p>To stop cycles: the standard power to stop a cycle is extended to those listed in paragraph 1(2B)(a) to (e), (f) (i) or (g).</p>	<p>Schedule 4 to the Police Reform Act 2002 as inserted by paragraph 6 of Schedule 10 to the Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To disperse persons from a specified area: enables a PCSO (once authorised by a police inspector) to require a person committing or likely to commit antisocial behaviour, crime or disorder to leave an area for up to 48 hours. A PCSO may also confiscate any item that could be used to commit antisocial behaviour, crime or disorder. A person under 16 can be taken home or to a place of safety. A direction cannot be given to someone under 10 years old.</p>	<p>Schedule 4 of the Police Reform Act 2002 as inserted by paragraph 2 of section 40 Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a community protection notice (CPN): following the issue of a written warning, a PCSO can issue a CPN against any person aged 16 or over, business or organisation committing antisocial behaviour which spoils the community's quality of life.</p>	<p>Schedule 4 Police Reform Act 2002, as amended by sections 43 and 52 Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for failure to comply with a community protection notice: section 53 of the Anti-social Behaviour, Crime and Policing Act 2014 gives designated PCSOs power to issue a fixed penalty notice for breach of the terms of a community protection notice, provided that the conduct has taken place in the relevant police area.</p>	<p>Schedule 4 Police Reform Act 2002, as inserted by section 53 Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To require a person not to consume alcohol and/or to surrender alcohol where a Public Spaces Protection Order (PSPO) is in place: designated PCSOs have the power to require a person reasonably believed to have been consuming alcohol in breach of a PSPO: 1. Not to consume alcohol or anything reasonably believed to be alcohol. 2. To surrender any alcohol or alcohol container.</p>	<p>Schedule 4 of the Police Reform Act 2002 as amended by paragraph 2 of section 69 Anti-social Behaviour, Crime and Policing Act 2014.</p>
<p>To issue a fixed penalty notice for failure to comply with a Public Spaces Protection Order: following the implementation of a PSPO by the local authority, a designated PCSO can issue a fixed penalty notice to an individual who fails to comply with a PSPO. Under this power, PCSOs can also issue a fixed penalty notice for failure to comply with a request to cease drinking or surrender alcohol or an alcohol container.</p>	<p>Schedule 4 Police Reform Act 2002 as amended by sections 63, 68 and 69 Anti-social Behaviour, Crime and Policing Act 2014.</p>

Appendix D

Humberside Police Designation Card

Click the link to view the [Humberside Police Designation Card](#).

Appendix E

Key Messages

The following key messages might be considered in relation to both internal and external communications.

- The continued commitment to maintain PCSOs is part of our efforts to deliver the best possible policing service to our communities, where every community will benefit from a dedicated neighbourhood policing team.
- PCSOs will help us meet the great public demand for visible and accessible patrol.
- This is not about creating different levels of policing, but introducing a new and unique role to create a wider policing team or family to deliver greater public reassurance and to deal with quality of life issues.
- PCSOs are not a replacement for police officers. Their purpose is to complement and support police officers by addressing many of the quality of life issues that affect our communities, such as reporting vandalism, and do not require the experience or powers held by police officers but often take officers away from more appropriate duties.
- The success of PCSOs in delivering effective public reassurance relies on how well we integrate them into our existing systems and teams. This requires the cooperation and help of all our staff – officers and support staff.
- PCSOs do not have sole responsibility for foot patrol and quality of life issues – they exist to support officers in these tasks.
- PCSOs are wholly employed, managed and directed by the force, and are part of the policing family.
- PCSOs are fully trained to understand their role and how and when their powers should be exercised. They are also all fully trained in customer care skills, and equality, diversity and human rights issues.
- We have listened to what our communities want, and time and again they say they want visible and accessible foot patrol. We have used the opportunity offered by the government's police reform programme to help provide this.
- PCSOs are directed and managed by local police managers and are fully accountable to the local BCU commander.
- PCSOs focus on understanding and identifying local priorities, solving local problems, tackling low-level crime and engaging with the community. Their presence means that they are often best placed to engage with those who conduct, and are affected by, antisocial behaviour and disorder.
- It is better to focus on problem solving and early intervention rather than on enforcement. PCSOs can assist in this as they have established the community network. Often, unlike police officer colleagues, PCSOs have the dedicated time available to work with people, without the need to rely on enforcement as a means of resolution outcomes and are, therefore, a more appropriate police resource for some incidents.
- They are subject to internal and external discipline and complaints procedures and complying with the Police Code of Ethics so they are fully accountable for their actions.

Appendix F

Intervention Guidance

A logical process should be followed to apply an operational risk assessment and decision making for all interventions. This will assist in assessing the benefits and risks of a situation and, as public authorities, actions will support the human rights of individuals, according to the acronym PLAN (proportionate, legal, accountable and necessary).

National Decision Model

The NDM is a police framework designed to make the decision-making process easier and standardised. It should be used by all officers, decision makers and assessors who are involved in the whole decision process. Not only is it used for making the decisions but to assess and judge those decisions. It can also be used to improve future decisions and help to create techniques and methods for many different situations.

The NDM is based around the police force mission statement and the Code of Ethics, which should be considered when completing each of the stages. You should ask yourself whether the action you are considering is consistent with the Code of Ethics, what the police service would expect, and what the community and the public as a whole would expect of you.

The NDM stages are:

Stage 1

Gather information about the problem in hand. Not only should you work out what you do know, but what you do not know. You will use the information gathered in stage 1 throughout the rest of the process and also when your decisions are being assessed and judged after the event.

Stage 2

Determine the threat, its nature and extent so that you can assess the situation and make the right decisions. Ask yourself, do you need to take the necessary action straight away or is this an ongoing problem? What is the most likely outcome and what would be the implications? Are the police the most appropriate people to deal with the problem, and are you best equipped to help resolve the problem at hand or would somebody else be better?

Stage 3

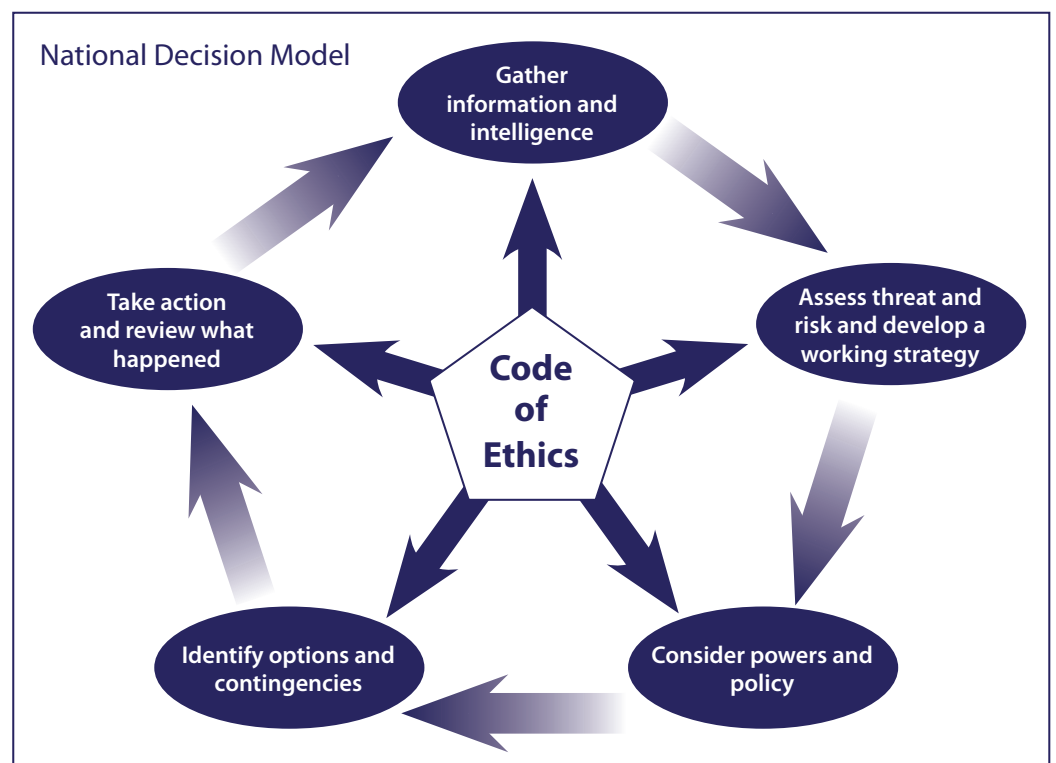
Knowing what the problem is, you will need to determine what powers you and the police have to combat the problem. Ask yourself which powers will be needed and if the required powers and policies need any additional or specialist assistance to be instigated and introduced. Is there any legislation that covers the process?

Stage 4

Armed with all of the information regarding the problem and any policies and other legislations that may exist, you are in a position to draw up a list of options. You should also use this opportunity to develop a contingency plan or a series of contingencies that can provide you with a backup plan if things do not go exactly to plan.

Stage 5

Once you have determined the most appropriate action, it is time to put this in place. Perform the most desirable action and, if necessary, begin the process again to get the best results possible. Review the process and determine whether or not you could have done things better and what you would do in the future if you were faced with a similar, or the same, problem.



Appendix G

Specimen Health and Safety Risk Assessment

Appendix H

Uniform for Police Community Support Officers

- Police issue flat cap with reflective hat band edged/check in blue
- Blue enamel hat badge with Community Support Officer, Police Community Support officer or force crest
- Blue epaulettes with embroidered Community Support Officer, Police Community Support Officer, numbers and designation
- Tailored white/light blue/grey shirt or blue 'wicking style' shirt with epaulettes
- Blue or black tie (where tailored shirts are issued)
- Issue trousers
- Issue black leather belt
- PCSOs to provide their own black shoes
- Blue jumper with Community Support Officer or Police Community Support Officer embroidered badge
- Issue blue or black Gore-Tex-type anorak with epaulettes/radio loops and Community Support Officer or Police Community Support Officer embroidered badge
- Waterproof trousers
- Black gloves
- Document pouch.

Police Community Support Officer's Uniform – Kit List Example

Male issue:

Anorak with incorporated lining x1
Over trousers GS x 1
Trousers HW x 1
Trousers all weather x 2
Shirts x 7
Cap GS x 1
Badge cap x 1
Numerals
Epaulettes x 2
Document pouch x 1
Belt leather x 1
Pullover unlined x 2
Hi-viz overjacket (police staff) x 1
Tie clip-on x 2
Gloves black leather x 1
Scarf woollen x 1

Female issue:

Anorak with incorporated lining x 1
Over trousers GS x 1
Trousers or skirt (choice) x 3
Shirts x 7
Bowler hat x 1
Hat badge x 1
Numerals
Epaulettes x 2
Document pouch x 1
Belt leather x 1
Pullover unlined x 2
Scarf woollen x 1
Hi-viz overjacket (police staff) x 1
Tie clip-on or cravat x 2
Gloves black leather x 1

It is a matter for individual forces whether footwear is included in the standard issue list.

Appendix I

Personal Protective Equipment

The legislative position

Issuing incapacitant spray, handcuffs and batons can be considered as options for police community support officers, however, given their role it is not expected that forces will require to do so as a matter of course.

Although the decision to issue handcuffs in support of the discretionary power of detention¹⁹ may have merit, any decision to issue personal protective equipment (PPE) must be made following a detailed threat and risk assessment process, supported by approved training and assessment. The fundamental role of a PCSO, the geographical policing area and the ready availability of police officer assistance should also be considered in any decision to issue PPE.

Legal powers to use reasonable force are derived from various sources: section 3 Criminal Law Act 1967, section 117 Police and Criminal Evidence Act 1984, common law (breach of the peace) and common law (self-defence).

Incapacitant spray

This is a prohibited weapon under section (5)(1)(b) Firearms Act 1968. Section 54(3) of the Act states that a person is exempt from section 5(1)(b) if they are:

- a member of a police force
- a civilian officer, or
- included in certain other categories specified in the Act.

A PCSO is exempt from the firearms legislation by virtue of subsection (b) and it is lawful for a PCSO to possess CS spray under the direction and control of a chief officer of police.

¹⁹ Paragraph 2(3) of Schedule 4 to the Police Reform Act 2002 and paragraph 3(2) of Schedule 8 to the Serious Organised Crime and Police Act 2005.

Baton

A baton is an offensive weapon by virtue of section 1 (1) Prevention of Crime Act 1953, being specifically made for causing injury. Possession of such an item is not an offence where lawful authority exists, therefore, possession of a baton by a PCSO on duty, where authorised by a chief officer, will be lawful.

Handcuffs

The possession of handcuffs is not prohibited by law, however, their use could amount to an assault unless it can be justified. Justification is achieved through establishing a legal right to use handcuffs, and good objective grounds for doing so. Police staff should be familiar with the principles governing the use of force, and should apply these principles when using handcuffs. Domestic law and the European Convention on Human Rights, in particular Articles 2, 3 and 8, provide that where possible, non-violent means should be used to resolve an incident before force is used. The use of force must be absolutely necessary for the purpose permitted by law. The amount of force used must be reasonable and proportionate, meaning the degree implemented should be the minimum required in the circumstances to achieve the lawful objective.

Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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