



Special Constabulary

National Strategy 2011-16

Our Vision

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

This document sets out the national strategy for the Special Constabulary (SC) for 2011-16.

This SC National Strategy 2011-16 replaces the National SC Strategy and Implementation Advice both published in 2008, and whilst ultimately owned by the Association of Chief Police Officers (ACPO), has been developed in conjunction with the following partners:

- Special Constabulary National Consultative Group (including Her Majesty's Inspectorate of Constabulary (HMIC), Police Federation, and Police Superintendent's Association representation)
- Association of Special Constabulary Chief Officers (ASCCO)
- Association of Police Authorities
- National Policing Improvement Agency
- Special Constabulary Regional Groups
- Special Constabulary Regional Coordinators

The SC National Strategy 2011-16 consists of:

- A Plan on a Page – this gives a single page representation of the overall national vision and supporting principles. This is the framework against which the ACPO SC Regional Leads Group will be prioritising and driving activity to achieve the SC vision statement.
- A set of Key Performance Questions (KPQs) – for use by forces / regions / stakeholder groups as they see fit. The KPQs are designed to prompt debate around the Special Constabulary National Strategy 2011-16 to improve understanding of current performance in each of the areas of the Plan on a Page and identify how performance could be improved.
- A Heatmap version of the Plan on a Page – this gives a rating to each of the areas of the Plan on a Page to help prioritise where resources should be focused. [The version included is an example only of the national level ratings to guide use of national level resources. Individual forces / regions may wish to create their own versions by utilising the associated Implementation & Assessment Guidance documentation available on POLKA or through the College of Policing.](#)



Special Constabulary National Plan on a Page

Vision

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

Core Deliverables

The Special Constabulary delivers policing in support of force priorities

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

The Special Constabulary is effectively led

Enablers

Skills and knowledge are developed and managed

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

Duty planning, tasking and deployment is effective

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

Progressive culture, encouraging innovation and continuous improvement

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

Leadership is effective

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

Resources

Special Constabulary Officers

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

Regular Officers and Police Staff

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

External Stakeholders

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

Delivery of SC Strategic Plan

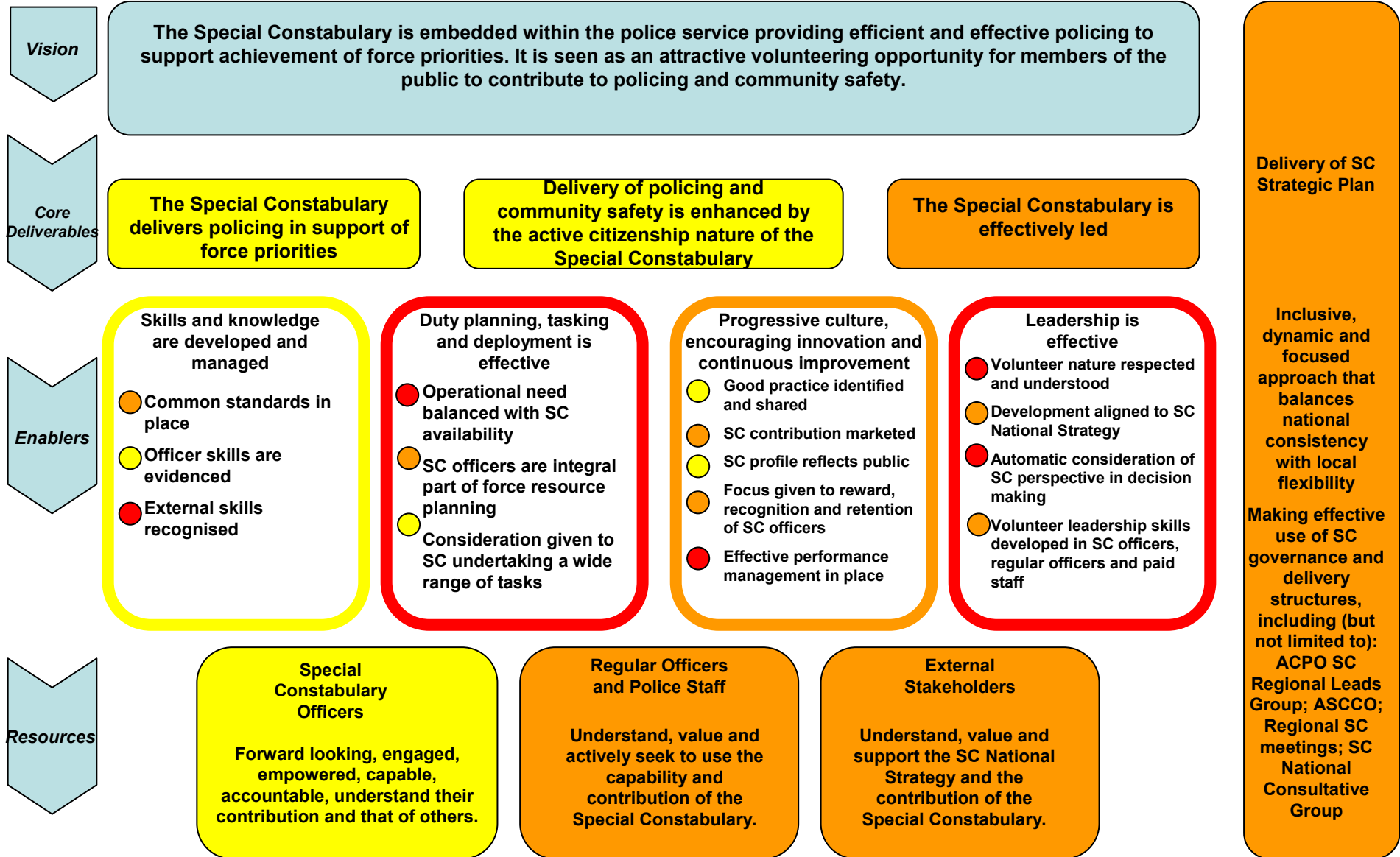
Inclusive, dynamic and focused approach that balances national consistency with local flexibility.

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

Plan on a Page Component	Key Performance Question
Special Constabulary delivers policing in support of force priorities	KPQ 1 = How effectively are Special Constabulary officers used to address force priorities?
Delivery of policing and community safety is enhanced by the active citizenship nature of the Special Constabulary	KPQ 2 = How well are the skills, knowledge, membership-profile and views of the Special Constabulary as a whole used to enhance policing and community safety?
The Special Constabulary is effectively led	KPQ 3 = How well do we understand the implications and consequences of engaging with volunteers?
Skills and knowledge are developed and managed	KPQ 4 = To what extent does recruitment, learning and personal development deliver the desired skills, attitudes and behaviours?
Duty planning, tasking and deployment is effective	KPQ 5 = How well do we match the capability and interests of Special Constabulary officers with activity to address force priorities?
Progressive culture, encouraging innovation and continuous improvement	KPQ 6 = How well are we recognising, harnessing and rewarding desired skills, attitudes and behaviour?
Leadership is effective	<p>KPQ 7a = To what extent do the police service and Special Constabulary officers feel the Special Constabulary is effectively led by Special Constabulary leaders?</p> <p>KPQ 7b = To what extent do the police service and Special Constabulary officers feel the Special Constabulary is effectively led by regular officers / police staff?</p>
Special Constabulary Officers	KPQ 8 = How well are the skills, knowledge and experience of individual Special Constabulary officers developed and used to enhance policing and community safety?
Regular officers and Police staff	KPQ 9 = To what extent do we have regular officers and police staff positively engaged and knowledgeable around the Special Constabulary?
External Stakeholders	KPQ 10 = To what extent are our stakeholders positively engaged and knowledgeable around the Special Constabulary?
Strategic Plan delivery processes	KPQ 11 = To what extent is the Special Constabulary National Strategy Programme achieving sustainable business benefits?



SC National Plan on a Page – Heatmap, September 2011 (will be reviewed quarterly and in future an indication of direction of travel for each component will be added)



- There are significant problems in delivering (or, current assessment of) the overall aim/objective
- There are problems in delivering many aspects of the strategic aim/objective
- Minor delays or issues are having an impact upon the strategic aim/objective
- Strategic objectives and aims are currently being delivered

NOT PROTECTIVELY MARKED