



Special Constabulary National Strategy

2018-2023

Connecting communities to policing and policing to communities





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Assistant Chief
Constable

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Foreword

Volunteers have always played a vital part in policing. Without them, it is clear that a significant amount of good work undertaken by forces simply wouldn't happen.

While the number of hours volunteered by Special Constabulary Officers can be counted, the real contribution in terms of energy and commitment made by the Special Constabulary is immeasurable.

The Special Constabulary has a long and proud history, celebrating its 185th anniversary in 2016. There is no doubt that the Special Constabulary is now fundamentally more integrated into the fabric of policing than ever, with Special Constables embedded in specialist functions including roads policing, rural crime, public order duties, professional standards and cyber-crime among others.

Despite this fantastic work, it has now been almost 10 years since an overall strategic vision for the Special Constabulary was developed. In light of the challenges and opportunities that policing will face over the next few years, it is timely to revisit this invaluable piece of work.

This strategy aims to fill this void, and provide a focus and vision for the Special Constabulary for years to come. It is intended to be a high level statement, as opposed to a detailed plan or methodology.

Having said this, I do not underestimate how important some issues are to you. To take these issues

forward however, this strategy outlines a proposal for the formation of a National Special Constabulary Working Group. This working group will act as a forum and platform for the Special Constabulary, with a remit to gather, progress and influence on the key issues which are important to you.

The enactment of the Policing and Crime Act 2017 now enables Chief Constables to designate a significant number of powers to Police Support Volunteers, powers that previously in a volunteering sense would only have been held by sworn Special Constables. There is now a clear need to reconsider the role of the Special Constabulary, and how the training, skills and the preserved powers that Special Constabulary Officers have the privilege of holding can be put to best use.

I am proud to lead the Special Constabulary arm of the wider Citizens in Policing portfolio, and I am sure that upon reading this strategy, you will join me in celebrating the achievements of the thousands of Special Constables across England and Wales.

Thank you for your special contribution

Richard Debicki
Assistant Chief Constable
NPCC Special Constabulary Lead



Introduction



Sir Robert Peel said, “The police are the people and the people are the police” and while this is often quoted around the world there can never be a truer personification of this ethos than our Special Constabulary.



Standing proudly alongside the Police Support Volunteer and Volunteer Police Cadet strands of the wider Citizens in Policing umbrella, there is little doubt that the contribution of the 13,500 Special Constabulary Officers currently serving across the length and breadth of England and Wales is a critical element of the volunteering effort now engrained within everyday policing, and our communities.

This strategy is cognisant of, and seeks to complement and underpin, the National Police Chiefs Council's

Citizens in Policing National Strategy for 2016 - 2019. It is envisaged that this national strategy will be a living document, enabling rather than restraining the ability and potential of the Special Constabulary nationally, regionally and locally to make the greatest possible contribution.

The Policing Vision 2025 sets out the policing plan over the next ten years. It will shape decisions around transformation and how we use our resources to help to keep people safe and provide an effective, accessible and value for money service that can be trusted. The Special Constabulary Officers are a key enabler of this vision, through their unique and privileged position of holding the office of Constable, coupled with their integration into the communities they live, work and serve.

Moving forward to the present day, there has been a significant change in the policing environment, therefore a reflection and re-evaluation of the national strategy is timely. The additional complexities of crime, emerging demands on the service and issues such as vulnerability and safeguarding are now a fundamental part of the role of the Police Service. While the previous strategy served us well it is time for a refresh and a re-evaluation of the strategy and its aims and values.

We must seek to build on the great success Special Constabulary Officers have already achieved across England and Wales, and recognise the value and the

contribution they can continue to make within the policing family and volunteering in the wider sense.

We believe that these empowered volunteers can provide new ways in which we can engage with our communities and bring new breadth and depth into how we engage with local communities using the vast range of skills and life experience that they bring.

We must support and develop those 'Career Specials' who have provided years of dedicated service and are motivated by the desire to assist their communities in their spare time, and whom we should seek to retain for many years.

Equally, we must develop and support those who join the Special Constabulary with their longer-term goal being to pursue a career within the regular service. This should not be seen as a negative, and we should embrace their enthusiasm towards what is today a well-regarded and legitimate pathway into paid employment within the police service.

Most importantly, we must continue to be imaginative and innovative, and be prepared to take a transformational approach to how properly skilled and motivated Special Constabulary officers can help keep our communities safe.

There has also been a significant investment in the development of Police Support Volunteers across most of the country and the Policing and Crime Act

2017 provided Chief Constables the ability to give previously unavailable powers to Police Staff and non-warranted volunteers. This strategy therefore seeks to identify the unique selling point of the Special Constabulary and where and how it fits into the wider picture in terms of workforce balance.

A key strength of the Special Constabulary, one this strategy explores in some detail, is that officers are warranted Constables, with all the powers of a regular Police Officer. Coupled with their integration into the communities they live, work and serve, this combination is a key enabler of the Special Constabulary and one that we must strive to further develop in future.

Volunteers connect communities to policing and vice versa. It is our intention to continue to strengthen our Special Constabulary programme to further enable the skills and knowledge that volunteers have and retain, to enhance the quality of service we deliver.

Adding value and improving quality of service is also key to what Special Constables can bring to policing and they should play a significant role in reassuring communities and increasing social responsibility. The Special Constabulary contributes real value in financial terms to policing annually and is unique amongst volunteers in that its officers have full police powers and can directly supplement the regular service.

Making the best possible contribution



This Strategy is not intended to provide a “one size fits all” solution, but rather provide a framework that Forces can utilise to ensure their Special Constabularies are being used effectively and efficiently and are being focused on the areas where they can make the best possible contribution.

While the recommended models for deployment will apply to most Forces, it is recognised that local needs vary widely. However, the national strategy can be used to determine how to best use Special Constabulary Officers to work towards local priorities, while remaining true to the principles set out here. It is essential that the strategy is adopted nationally with local enhancements and adaptations, not dilution.

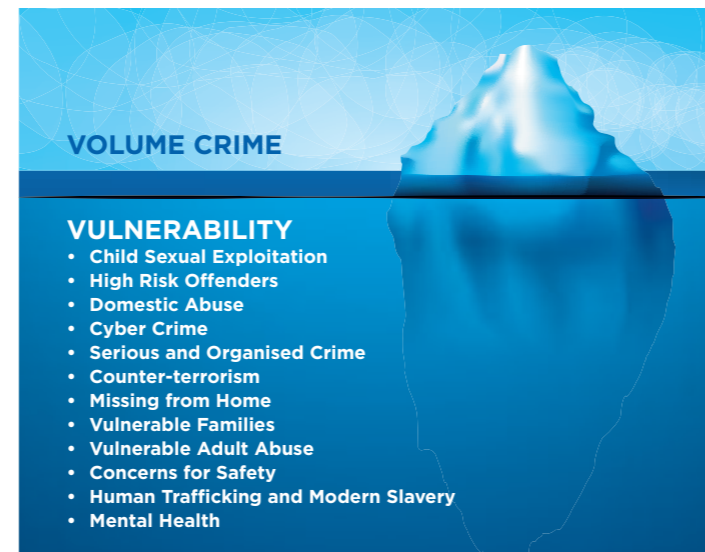
Overall, the key to success is using the Special Constabulary as a resource that, if properly utilised, can make an outstanding contribution.

While reliable national demand data is limited there is some indication of demand on police forces in England and Wales and how this might be changing. There is some consistency across data sources to support the suggestion that while recorded crime has reduced, demand on the police has grown in other ways. This is contained in the College of Policing analysis report ‘Estimating Demand on the Police Service 2015’.

Crime covers a wide spectrum of offences ranging from the most harmful, such as murder and serious

sexual assault, through to minor incidents of criminal damage or petty theft or anti-social behaviour. Given this diversity of circumstances in which crime occurs and the varying frequency at which different types of crime take place, it cannot be quantified by any single measure.

Crime, by its nature, is often hidden, for example on line crime, and there has been a notable shift towards investigating those hidden offences and increasingly fulfilling a more protective role in order to safeguard the public. Domestic abuse, modern day slavery and recognising and dealing with vulnerability coupled



with the increase in online offending are only some of the significant challenges that characterise policing in the 21st century.

What is clear, is that today only around 20% of the overall calls for assistance received by the police service is made up of traditional volume crime, with the remainder made up of public safety and welfare and non-crime incidents such as mental ill-health, concerns for safety and missing persons.

Currently, a significant proportion of the training and development of Special Constabulary Officers is geared towards this 20% of demand, in terms of learning law definitions, powers of arrest and other procedural matters. While this is clearly important, it is also clear that some refocussing of energy is required towards the emerging demands upon the police service.

In doing so, it is important to be cognisant of the fact that currently, the minimum required contribution from Special Constabulary Officers is 16 hours a month, or 192 hours a year. While some will volunteer considerably more than this there is still a marked contrast to a regular officer who will work in the region of 1,700 hours a year, therefore it is clearly unreasonable to expect a Special Constabulary Officer to be trained and function to exactly the same level as a regular officer, while they may only parade on duty for a fraction of a full time officer’s working year.



With this in mind, it may be equally unreasonable from a national perspective to aspire that the Special Constabulary can fulfil every gap in demand, when this new and emerging demand is complex and requires the skill and expertise of specialists such as detectives with years of training and development to investigate and manage more protracted or complex investigations. This is not to say however that the Special Constabulary cannot attract individuals from specialist backgrounds who possess relevant experience and skills into specialist functions who could make a significant contribution to policing.

There is a need to establish where the Special Constabulary can make the greatest contribution. The fact that Special Constabulary Officers are often available at times that normally coincide with peak demand is a significant advantage.

We will continue to work with the College of Policing and stakeholders to re-define the generic role profile of the Special Constabulary Officer.

Having a clear definition and understanding of where they are best able to add value will enable the deployment of the Special Constabulary. A similar approach has been taken within the police service in the case of Police Community Support Officers and by the Ambulance Service with their Community First Responders where the functions that these roles can perform, and importantly, cannot be expected to perform is clearly stated.

The Unique Selling Point of the Special Constabulary



The Police and Crime Act 2017 enables Chief Constables to make the most efficient and effective use of their workforce by giving them the flexibility to confer a wide range of powers on police staff and volunteers in a way that was not available before. The Act also specifies a core list of powers that may only be exercised by warranted police officers.

Previously, designating powers to volunteers within policing was very much an 'all or nothing' approach, with the Special Constabulary being the key product of this methodology. This enactment creates the need to define the role of the Special Constabulary, and we must ask ourselves "What is the Unique Selling Point of the Special Constabulary?"

Volunteering for the police service is hugely rewarding on so many levels. Those who contribute their time and skills irrespective of their role are proud to be volunteers, and recognise and celebrate this title.

Special Constabulary Officers are also proud to be Police Officers.

With identical powers, uniform and an ability to undertake a wide range of policing duties independently or alongside their regular colleagues, most Special Constabulary Officers see themselves as police officers first, and volunteers second.



The unique role of the Special Constabulary allows them to directly supplement the regular workforce, provide additionality where needed and in turn directly, and actively support the delivery of frontline policing.

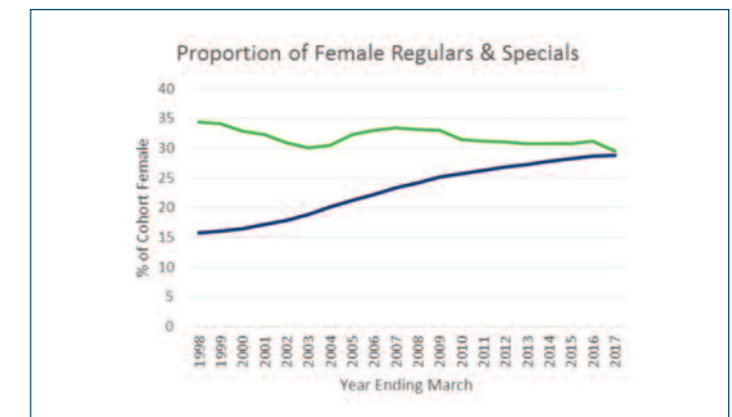
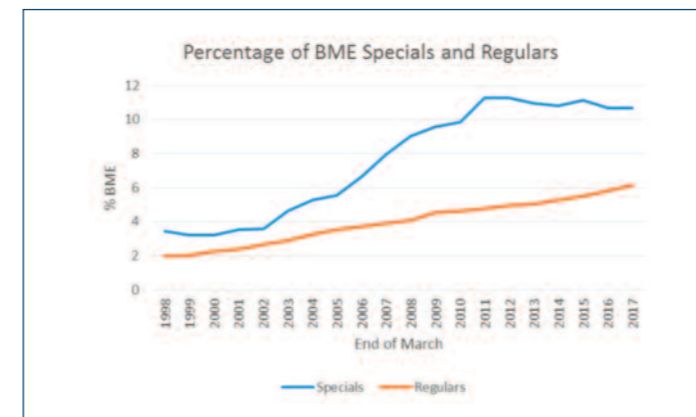
We must maximise the skills and knowledge that SC officers already have and which they bring from outside the police service. We will work with DutySheet to ensure these skills are captured and shared.

It is equally important therefore to ask ourselves whether or not a volunteering role will require full policing powers, or simply a designation of a limited set of those powers. While the Special Constabulary offers exceptional value for money, it is recognised that it is also the most expensive of the 3 strands of police volunteering to train, recruit and maintain.

There needs to be advocacy for the Special Constabulary but we must also recognise the need to achieve the right work force balance, especially when it comes to volunteers.

We wish to avoid forces falling into the potential trap of seeking to raise their SC numbers without first defining the purpose and fully considering the benefits and also cost implications. This could prove expensive, not represent Value for Money and have potentially negative implications throughout the police service.

Despite the Special Constabulary in many areas being more representative of the communities we serve than the regular constabulary there remains a challenge, especially in relation to BME engagement and representation. We must not rest on our laurels. The SC Working Group will undertake research and initiatives to ensure that the Special Constabulary continues to become more inclusive.



2018-2023: Prepared for the future

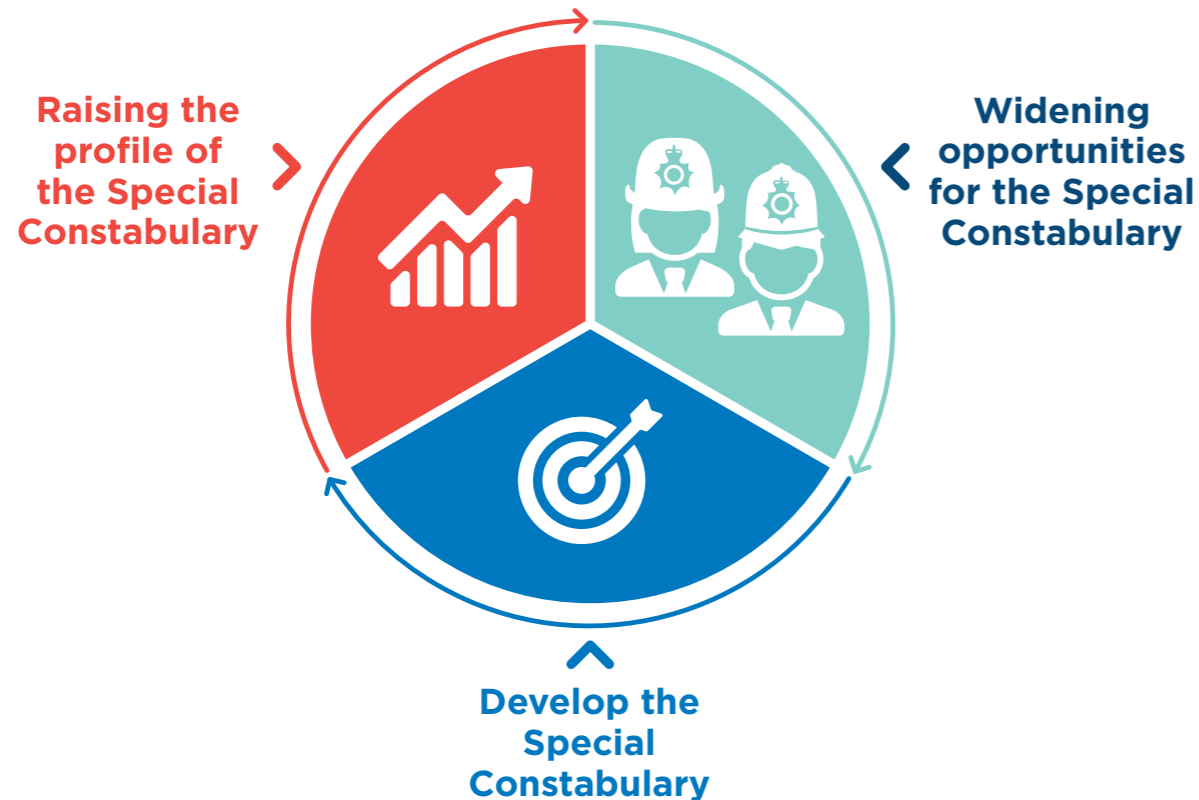


Raising the profile of the Special Constabulary



Strategic Priorities

The National Citizens in Policing Strategy for 2016-2019 outlines three strategic priorities, which have been adopted and for the Special Constabulary National Strategy. These are;



The introduction of Force Management Statements, which emanate from a recommendation in the Winsor Report, will require Forces to report on their planned strength and planned activities. This provides an excellent opportunity to use these statements to collectively and locally raise the profile of the Special Constabulary.

To fully raise the profile within Forces it is recommended that the capacity and capability of the Special Constabulary be included within each Force's workforce planning process.

Utilising national and regional arrangements, we will seek to ensure there exists positive support and advocacy for the Special Constabulary at local, regional and national level.

We must also seek out new and better ways to ensure that the contribution of those officers is recognised and rewarded. We will work with, for example, those that manage the Lord Ferrers Awards to ensure innovation and good practice highlighted in nominations is captured and shared.

While the Special Constabulary has its own needs, due to its unique status, full operational effectiveness can only be achieved through a blended management approach and close integration with the regular Force.

Forces are encouraged to examine whole workforce balance and to factor in the current and potential future contribution of their Special Constabularies as part of their overall workforce mix and to treat the recruiting and training of Special Constabulary officers as part of their overall plan rather than an addendum.

A national Citizens in Policing website (<https://www.citizensinpolicing.net>) was launched in 2017. The section applicable to the Special Constabulary will be actively maintained and will serve to raise the profile of the Special Constabulary as an organisation.

The quarterly magazine publication 'Special Impact' enjoys wide circulation and is an excellent tool for raising the profile of the Special Constabulary and sharing good practice in an easily shared and digested format. We will work with the publishers to best ensure that the magazine continues and flourishes whilst also exploring other means of communication.

By working with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services we should best ensure their inspections and inspection tools factor in the Special Constabulary and our ambition around evaluating the Special Constabulary in a way that will not focus on numbers alone but which will act as stimulus for Forces to adopt a corporate approach to the management of its Special Constabulary officers.

Widening Opportunities for the Special Constabulary



We should ensure that our Special Constables benefit from being part of a policing family and that in turn their involvement enriches their lives as well as the communities they serve.

To a great extent we are limited only by our imagination - provided that Special Constabulary officers are appropriately trained and accredited then they should be able to fulfil most, if not all the functionality of regular officers.

The introduction of a national competency framework for the Special Constabulary will enable Special Constabulary Officers to be 'signed off' on the core fundamental skills of a police officer. Combined with a modular approach, this will enable Special Constabulary Officers to develop their skills and experience in lieu of the time and effort they invest at their own pace.

We recognise also, that those who join the Special Constabulary Officers may bring external qualities into the police service. We are only right to maximise the skills and experiences of these talented individuals and their development may be tailored to their specific skills.

The widening of opportunities, and the increased roles and responsibilities must be accompanied by effective, accessible representation for Special Constabulary officers of all levels. The Police Federation of England

and Wales are currently prevented by primary legislation from formally representing SC officers which, despite some informal local arrangements, could place Special Constabulary officers in a difficult position if they find themselves subject of investigation or otherwise in need of representation. The Home Office currently finances a legal protection scheme that will provide support to Special Constabulary Officers should they be facing allegations of Gross Misconduct, however this is seen as something of a tool of last resort.

This is considered to be a key area of activity and we will, together with the Home Office, be pursuing this as a short term priority.

We will therefore continue to work with the Home Office and other relevant parties in particular the PFEW, and other staff associations namely ASCO (Association of Special Constabulary Officers) and VLEA (Volunteers in Law Enforcement Association) to best ensure all members of the Special Constabulary have ready access to effective representation.

It is entirely right for us to be ambitious in relation to the Special Constabulary but we also encourage development of an integrated approach to ensure that Special Constabularies are not standalone entities.

“The national Citizens in Policing Strategy is geared towards two main goals: reflecting volunteers’ wishes and motivations and maximising the benefits to communities”



Developing the Special Constabulary: Preparing our capabilities for the future



The Special Constabulary will undoubtedly continue to make a significant contribution to policing for many years to come. It is hugely important therefore, to ensure that the Special Constabulary is well positioned and prepared for the challenges it, and policing more generally will face in the future.

Whilst forces have enjoyed the ability to instigate change locally, and quickly develop new and innovative ways of working there is now a need to align the framework and models of the 44 Special Constabularies across England and Wales more closely. A quick glance and comparison across each force will see wide variations in the structures, insignia

and ranks within the Special Constabulary, and what the status, authority and meaning of ranks these are. The SC Working Group will make recommendations in that regard. This is only one aspect of the Special Constabulary which is often reinvented, and where a clear opportunity exists to review and build evidence of best practice across the country.

We must always be cognisant, however, for the need for discretion and the ability to flex according to local need where appropriate. We recognise that the best model may well be a blend of implementation at local level with inspiration and direction from a national framework model.

We also need to understand and state what we want and don't want from our Special Constabulary.

It is difficult to see how the Police Service can cope with the ever increasing demand without additional levels of support. This is where the Special Constabulary comes to the fore. It is a flexible pool of resources that can mobilised to meet

“A volunteer is someone who, through personal choice, commits time and energy for the benefit of others without the expectation of financial reward”

changes to demand, even at short notice. It is not, though, a reserve in the same way as the Armed Forces Reserve, which are maintained in a trained, equipped state but only actively deployed as and when necessary. In contrast the Special Constabulary is also involved in day-to-day policing activity alongside regular officers and also able to deploy autonomously.

The Special Constabulary could and should be a key contributor of capacity and additional capability in the form of specialist skills. A strength of Special Constabulary officers is that many of them continue to work and / or study in arenas where they are developing and refreshing skills that are increasingly in demand within the police service.

It is readily accepted that many people choose the Special Constabulary as a progression route into the paid regular constabulary, or other roles within the police service. Any losses from the Special Constabulary into the paid Force should be seen as positive attrition that we should embrace rather than fear. The challenge is to create a mind set and a process that ensures such transition is seen as a transfer and is achieved in a way that gives best value for money, for example not repeating training already received.

To provide a platform to negotiate these challenges, a Special Constabulary Working Group will be formed. This group, which will enjoy representation from the Special Constabulary and stakeholders will be at the forefront of preparing the Special Constabulary for the future.





Overview



We want Special Constabulary officers to:

- Feel valued and that their contribution is recognised.
- Feel able to represent the communities that they serve and bring new opportunities to delivering improved service
- Be empowered to enhance community engagement and participation
- Be part of our ambition to increase our social responsibility
- Help us build public confidence
- Add value to our service delivery

Our approach should be to ensure that:

We are inclusive and open to Special Constabulary officers and they are seen as part of the wider policing family.

When considering any changes to how we recruit and train we should be aware of the need to consider Equality Impact Assessments to ensure that we remain inclusive.

Special Constabulary officers who deliver exceptional quality of service and make a tangible difference to the safety and wellbeing of communities should be recognised and rewarded.

Special Constabulary officers should feel empowered to play an active role in shaping the future of policing, locally, regionally and nationally.

We should strive to have adequate support and opportunities in place that will allow Special Constabulary officers to flourish.

We should work with partners in the wider voluntary sector to develop closer working relations and communication channels.

We should provide clear direction, leadership and coordination, utilising a blend of properly trained and accredited Special Constabulary managers and paid staff, to ensure contributions made by Special Constabulary officers deliver tangible business benefits.

In addition to generic training we will encourage specific development opportunities to fulfil particular roles so that we move away from the one size fits all approach.

We will work towards the national CiP strategy by adopting the following five headings to guide us as we move forward. Capacity, Contribution, Capability, Consistency and Connectivity.

Capacity



→ CAPACITY

We want our Special Constabulary Officers to provide additional Capacity to enable us to further improve the quality of service we provide our communities.

The success of this approach must be judged more by the value-added to policing through greater citizen involvement, than by an increase in the numbers of Special Constables. This is NOT about simply increasing numbers.

We should not talk only in terms of additionality anymore. This pre-supposes our capacity is full and anything else is nice to have. We need to be able to identify and maximise those opportunities for the Special Constabulary to make a direct contribution, especially in more specialist areas of policing.

We will commission a study of retention to investigate how we can tackle the issue and combat the current downturn in overall numbers. However, losing SC to the regular force is positive attrition and should be part of our purpose to prepare officers for the regular force.



WE WILL:

- Work with key stakeholders, to further develop an inclusive and volunteer friendly recruitment, selection and retention process.
- Work with key stakeholders to ensure that Special Constabulary officers are trained, equipped and developed to make the most effective contribution towards policing. We predict that there will be generic training and also role / skill specific training and development.
- Encourage a widening of the number and types of roles and tasks available to Special Constabulary officers.

Contribution



→ CONTRIBUTION

We want our Special Constabulary Officers to:

Feel valued and that their Contribution to serving local communities is recognised and celebrated

We encourage the development of sustainable delivery models that will recruit, manage, support and train Special Constabulary officers to fulfil the requirements of their role.

We will seek to ensure that we are inclusive and open and that Special Constabulary officers are seen as part of the wider policing family.

We will seek to ensure that Special Constabulary officers who deliver exceptional quality of service and make a tangible difference to the safety and wellbeing of communities have their contribution recognised and rewarded.

Identify specialist areas where Special Constabulary officers can make the greatest contribution.

We must seek to ensure that the contribution is two way street and encourage our responsibility to recognise and value our volunteers.



WE WILL:

- Develop an ever increasing understanding and level of confidence in the Special Constabulary contribution
- Ensure that those who deliver an exceptional quality of service and make a tangible difference to the safety and wellbeing of communities have their contribution recognised and rewarded
- The Special Constabulary should be seen as a flexible resource that can be readily stepped up, and if necessary stepped down, to meet emerging short and longer term demand. We will work with the National Police Coordinating Centre to further progress the links between their Mercury system and the Special Constabulary DutySheet system.

Capability



→ CAPABILITY

We want our Special Constabulary Officers to:

To be individually and collectively supported, trained and equipped to have the Capability to make a real difference to the policing of our communities.

While it is accepted, and understandable, that there is a desire that Special Constabulary officers can perform the same duties as regular officers, the part-time nature of their role means that this may not be realistically achievable in all cases.

We will therefore continue to work with the College of Policing to define the role of Special Constable. Defining what it is we want and do not want from our Special Constabulary officers thereafter to create a generic post profile and Personal Development Portfolio.

Further develop initial and ongoing training and development to improve the capability of Special Constabulary officers to perform their tasks.

We will ensure that Special Constabulary officers have the skills and equipment they need to be capable of fulfilling their role alongside regular colleagues. We will seek to ensure our Special Constabulary officers are appropriately considered in relation to the issue of

equipment, including protective equipment, to maximise their capability and contribution. An example of this would be to continue with the work to ensure that Chief Constables are equally able to issue their Special Constabulary officers with Conductive Energy Devices alongside regular officers should they wish to do so. This should come down to training, accreditation and operational prioritisation, NOT whether someone is paid to carry out a role or is an attested volunteer.

It should though be noted that CED is a specialist munition and not routine personal protective equipment



We will work towards ensuring that we have ongoing refresher training and continuous professional development for Special Constabulary officers, as appropriate to their role.

We will continue to work with the College of Policing to further develop the links between the Policing Educational Qualifications Framework and the Special Constabulary. The PEQF initiative proposes three entry routes into the regular Constabulary. It is important that the experience and training of SC officers is taken into account as Recognised Prior Learning' and the SC Working Group will make recommendation in that regard.

In addition we will work with the College of Policing to fully define the terms and requirements of 'Independent Patrol Status' and 'Full Operational Competence'.

We will seek to work with the College of Policing to develop and make readily available PDR and PDP products to assist Special Constabulary officers on their journey towards full operational competence

We are cognisant of the fact that an optional module of the Degree in Professional Policing includes students being Special Constables and we encourage Force's to work with their respective Higher Education Institutions to develop this partnership between the Special Constabulary and the degree course.



WE WILL:

- Ensure that Special Constabulary Officers are collectively supported, trained and equipped to have the capability to make a real difference to policing.
- Maximise the capabilities and potential of those who have skills within specialist areas, such as cyber-crime, fraud, rural crime etc.
- Define the capability of the generic Special Constabulary Officer - what they can and cannot reasonably be expected to do rather than have the expectation that every officer can fulfil all the same functions of a regular officer.
- We will redefine Independent Patrol and introduce a definition of Full Operational Competence.

Consistency



→ CONSISTENCY

We want our Special Constabulary Officers to:

Add value to service delivery against strategic priorities in a Consistent way across the country, taking into account the operational autonomy of Chief Constables and local Force areas.

This strategy accepts it will always be for Chief Constables to determine local priorities, but there is a need for national direction in respect of consistency across the board, with clear links required across National, Regional and Local levels.

We will work to assist with the creation and maintenance of Regional structures, while taking into account local needs.

Align with the values and activity within the national Citizens in Policing Strategy.

We will work with the National CiP Coordinator and Regional CiP leads to best ensure that adequate coordination provision exists to support an integrated and consistent approach to the management and development of Special Constabulary Officers.

Develop, with other key stakeholders, such as HMICFRS, an appropriate performance framework to ensure the volunteers programme adds value and operates consistently.

Work with the College of Policing to ensure that the Special Constabulary Manual of Guidance remains current and take responsibility for ensuring that the Eligibility requirements are refreshed in accordance with the vision contained in this strategy.

We will work to ensure that the definition of Independent Patrol and Full Operational Competence is understood and applied. This is a key enabler as we move towards mutual aid via NPoCC.

There are currently variations in the rank structures, titles and insignias across Home Office forces in England and Wales. This strategy does not seek to address this issue immediately but it is our belief that we need to consider the purpose and role of supervisory ranks within the Special Constabulary and the SC Working Group will make firm recommendations in that regard.

WE WILL:

- Agree and implement a combined governance structure for the Special Constabulary from force to national level with clear lines of reporting identified.
- Ensure that adequate national coordination provision exists that will help ensure an integrated and consistent approach to the Special Constabulary.

Connectivity



→ CONNECTIVITY

We want our Special Constabulary Officers to:

To be Connected to the communities they serve and bring new opportunities for delivering services.

To seek out new opportunities, locally, regionally and nationally for Employers to be engaged with the Employer Supported Policing (ESP) scheme and to explore two way opportunities.

To increase our social responsibility by connecting with communities and delivering two way benefits

Work in conjunction with the national Citizens in Policing Coordinator to develop a Communication Strategy to highlight and promote good practice both regionally and nationally.

To explore how we could further improve our connection and communication with Special Constabulary officers to encourage feedback about their role to help us improve the volunteer experience and enhance service.

To continue to champion and work with trusted external providers to carry out benchmarking and survey activity.

Actively involve and engage with relevant staff associations to ensure that the Special Constabulary has a voice. Encourage staff associations and support networks to connect with and support those volunteers from underrepresented groups.

Ensure that Equality Impact Assessments accompany any major changes to the Special Constabulary, especially in the way it recruits and trains to ensure that it remains attractive to the wider community.

Actively involve and engage with the wider voluntary sector to strengthen connectivity.

We will work to ensure that members of the Special Constabulary feel connected to the wider policing family and are empowered to play an active role in shaping the future of the service.

Encourage an environment whereby the Special Constabulary has a voice and a strategic level advocate in every Force.

WE WILL:

- Create a National Special Constabulary Working Group that will be chaired by the NPCC lead and which has relevant representation from the regions and organisations that can contribute to the ongoing development of the Special Constabulary. This Working Group will, on behalf on the NPCC, manage the changes envisaged in this strategy.
- Clearer, stronger links between the Special Constabulary, the Home Office and the College of Policing.

Plan on a Page

2018-2023

CAPACITY

CONTRIBUTION

CAPABILITY

CONSISTENCY

CONNECTIVITY

