

Chief Constables' Council



Citizens in Policing Strategy 2016 - 2019

13/14th July 2016/Agenda Item: 18

Security classification: Official Disclosable under FOIA 2000: Yes Author: CC Dave Jones Force/organisation: North Yorkshire Police Date created: 24 June 2016 Coordination Committee: Local Policing and Partnerships Portfolio: Citizens in Policing Attachments @ paragraphs 2.2 (Annex A), 2.5 (Annex B), 3.1 (Annex C)

1. INTRODUCTION

- 1.1 The inaugural national Citizens in Policing (CiP) Strategy capitalises on an important and timely opportunity to expand our imagination as to how volunteers can benefit from and contribute to the aims of policing and wider society. The political and economic landscape lends itself to the development of creative and novel approaches which seek to maximise the use of volunteers' time, skills and commitment whilst integrating them further into the policing family.
- 1.2 This approach is supported by the NPCC Delivery Plan 2016-17 that describes the shifting police environment and states that "As a result of these changes the Police Service will need to transform the way it delivers its mission with a keen focus on prevention, vulnerability and the effective management of risk. The transformation of policing must inspire officers, staff and volunteers and develop the flexibility, capability and inclusivity required to adapt to change."

2. BACKGROUND

- 2.1 Initial scoping work has highlighted the breadth and potential of this area. Accordingly the Strategy's net is being cast to the widest point of broad, social objectives and how CiP can contribute to the aim of safe, resilient and empowered communities. Key principles are that this work will be widely inclusive, evidence based and undertaken in ways which capitalise on individuals' skills; so promoting development and retention whilst providing meaningful and rewarding experiences.
- 2.2 The first task in developing the Strategy (**Annex A**) was to reach a collective understanding and agreement of its purpose. A descriptive "service specification" identified the publicfacing outcomes and the drivers of and results expected from this work. This was done through the 19-strong, multi-agency Citizens in Policing Community of Practice group that continues to maintain oversight of progress.



2.3 The scope of the Strategy was then prioritised into four areas of:

- Directed, trained and managed by police forces – Special Constables (SC), Police Support Volunteers (PSV) and Volunteer Police Cadets (VPC);
- Engaged with and partially supported by police forces e.g. Neighbourhood Watch, faith groups, victim and witness services;
- Hold police to account or assist in the design of services e.g. criminal justice agencies, Independent Custody Visitors, College of Policing;
- External but linked by wider social aims e.g. Third sector, HM Government, academia.

2.4 Whilst remaining cognisant of the wider environment, this current phase of the Strategy is focussed on those directed, trained and managed by police forces.

2.5 Initial benchmarking has followed through:

- Commissioning research into attitudes on CiP with a consumer panel of adults across England and Wales
- A major survey through Northampton University's Institute of Public Safety, Crime and Justice (IPSCJ) of the SC and PSVs; and
- A national questionnaire, also commissioned with the IPSCJ, to establish current resources and organisational practices across force and OPCC areas.

2.5 Three successful Police Innovation Fund bids are driving other, bespoke work to a value of £1.8m:

- National CiP website: To test the viability of a national CiP portal to boost awareness and drive recruitment into police volunteering roles.
- CiP Special Constabulary National Records System: To establish a National Police Coordination Centre (NPoCC) role profile standard of Independent Patrol Status for the Special Constabulary and include this role into NPoCC data returns to promote Specials as a national resource. The proposed role profile is attached for approval ([Annex B](#)). This bid will also create an electronic bridge between Dutysheet (the Specials' records management system) to NPoCC's Mercury system for single-keying of data.
- National Volunteer Police Cadets' Digital platform: To roll out a digital platform with an integrated data collection process to record membership details, achievements and qualifications and support delivery of an adult leader training programme.

2.6 The IPSCJ has also produced a 2030 Vision report to generate new ideas and refocus activities.

2.7 Pilots:

- Sussex Police is testing the new concept of "needs based volunteering" through bespoke pilots. These seek to meet specific service needs by firstly identifying a required function and then recruiting volunteers against clear "role profiles" and

appropriate skills, qualifications and experience to meet those functions. This will allow the management arrangements to reflect the specific service needs.

- Hampshire and Gloucestershire have secured resources and are now trialling arrangements for digital volunteers.

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3. Next Steps

3.1 As part of one of the successful PIF bids it is proposed that the role of Special Constable, Independent Patrol Status (IPS) is agreed as the national NPoCC standard ([Annex B](#)). A variety of criteria are used currently and revised standards will be developed over time so this is not intended to change anything forces do currently to award IPS for Specials. For now these criteria may form the standard and be inputted into NPoCC's Mercury system to provide consistency and transparency. This will enhance forces' planning and deployment capabilities, widen the potential opportunities open to the Special Constabulary and begin setting nationally consistent standards for policing volunteers.

3.2 The National Citizens in Policing Conference on 21 July 2016 in Manchester will provide an update on progress with the Strategy and the Sussex Police pilots, as well as detailed findings from the SC and PSVs' survey and benchmarking exercise. Other opportunities are being taken at national, local force and staff association events to market the Strategy and its possibilities. Police Innovation Fund bids are progressing in accordance with Home Office requirements.

4. SUMMARY

4.1 The opportunities within the CiP portfolio are capable of transforming how the policing service is delivered to the public and partners. A number of initiatives are already underway and form the first set of Strategic Priorities in the CiP Initial Implementation Plan 2016-2019 ([Annex C](#)).

4.2 This is not, however, a short-lived undertaking. Rather it is one requiring long term focus and commitment. Accordingly consideration is now being given to infrastructure and resources needed (including drawing down from the Transformation Fund from 2017/18) to deliver not just current priorities, but to drive the wider and future scope of CiP over the longer term.

5. DECISIONS REQUIRED

Members are asked to approve:

- The national CiP Strategy
- The NPoCC National Role Profile for the Special Constabulary and commencement of recording into NPoCC
- CiP Initial Implementation Plan 2016-2019.

CC Dave Jones

Chief Constable, North Yorkshire Police NPCC Citizens in Policing Lead

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Citizens in Policing

National Strategy 2016 – 2019

Vision: “Connecting communities to policing and policing to communities.”

1. Background

1.1 The drafting of the inaugural national Citizens in Policing (CiP) Strategy is an important and timely opportunity to expand our imagination as to how volunteers can benefit from and contribute to the aims of policing and wider society. The political and economic landscape lends itself to the development of creative and novel approaches which seek to maximise the use of volunteers’ time, skills and commitment whilst integrating them further into the policing family.

1.2 Initial scoping work has highlighted the breadth and potential of this area. Accordingly the Strategy’s net is being cast to the widest point of broad, social objectives and how CiP can contribute to the aim of safe, resilient and empowered communities. Key principles are that this work is widely inclusive, evidence based and being undertaken in ways which capitalise on individuals’ skills so promoting development and retention whilst providing meaningful and rewarding experiences.

1.3 The scale of ambition requires organisation and prioritisation of a number and variety of activities. This includes benchmarking and developing arrangements with a host of organisations, particularly volunteer groups, starting with those volunteers currently most closely aligned to the police by virtue of funding, training and accountability.

1.4 The picture of volunteering in the UK is already positive in terms of both contribution and effect with 32million people aged 16+ volunteering at least once a year and 44% donating money and 54% giving time to support their local community¹. In policing the effort is significant with around 16,000 Special Constables; 10,000 Volunteer Police Cadets, 9,000 Police Support Volunteers and 173,000 Neighbourhood Watch Scheme coordinators covering 3.8 million households. 16,000 Special Constables contributing the minimum 16 hours each month alone produces a value of 3.1m hours. Future ambitions include:

- A doubling of membership to 20,000 police cadets who will volunteer ¾ million hours every year in support of local policing.²
- Within the next year to add to the £1b of annual volunteering effort by setting up or reinvigorating 25,000 Neighbourhood Watch schemes to cover 0.5m further households.
- Through the *****S23(1) “Specials” programme, deliver a UK-wide programme which will:

¹ Social Action: Cabinet Office

² Police Cadets Police Innovation Fund 2016/17 – Bid Form

- Deliver niche capability to support partners who face rising challenges from complex threats such as cyber-crime, sexual exploitation, and money-laundering.
- Promote cross-agency working through sharing innovation and best practice.
- Build a culture of collaboration between practitioners supported nationally at Command Level.

1.5 To illustrate, volunteering in policing already provides a variety of support as below.

Diagram 1: Examples of CiP and other contributors



1.6 Whilst there are costs attached to the support of volunteers, as, according to the chief economist at the Bank of England, the social value of volunteering is that for every £1 invested there is a social benefit of £2.40, the Strategy aims to further capitalise on and expand this elective capability.

2. Purpose

The Strategy, in addition to developing bespoke policing objectives, complements the Cabinet Office's Social Action aims to:

- Increase the resources available to achieve social goals
- Give public services access to new expertise and knowledge

- Enable broader and better targeted support
- Empower local groups, enabling local solutions and building resilient communities □ Create new models for how society can respond to challenges □ Help reduce the demand for public services.

3. Approach

3.1 With over 30,000 volunteers already under the direct management of the police, the Strategy is prioritised through the two stages of:

1. First draw together formal activity by citizens within the police (column one in Diagram 1), then 2. Capitalise on the wider voluntary activity by citizens in support of policing (columns 2-4 in Diagram 1).

3.2 A framework that is already adopted in policing is being used to build new or reinforce current voluntary contributions by assessing:

- Capacity
- Contributions
- Capabilities
- Consistency
- Connectivity

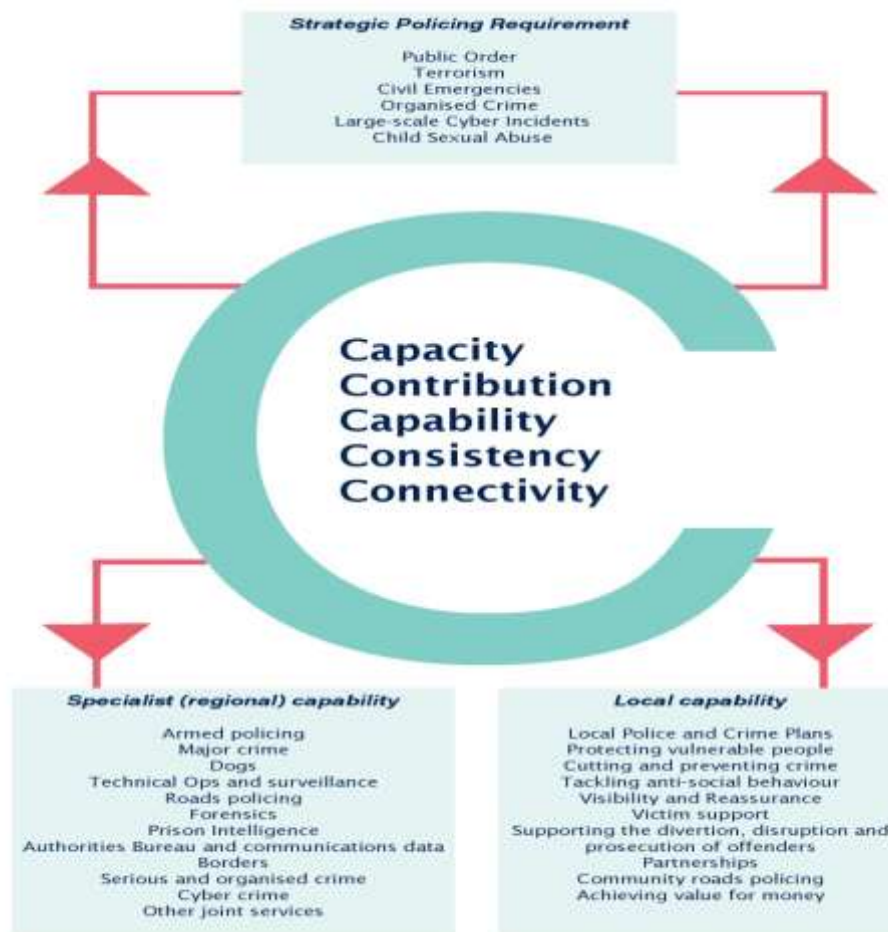
3.3 Using the 5Cs above, voluntary contributions will be across the three levels of national, joint and local. This fulfils volunteers' wish to lift their profile by widening their opportunities and providing a targeted and recognised response to policing objectives.

3.4 This Strategy reflects the wider social and police specific aims by doing many and varied things, starting with the benchmarking of current arrangements through:

- The multi-agency national Citizens in Policing Community of Practice (CiPCoP) group drafting a high level description of CiP by way of a "service specification". This sets out the main drivers of and desired results from volunteers in policing. Now agreed, it forms the focus and reference point for subsequent work.
- Commissioning research into attitudes on CiP with a consumer panel of adults across England and Wales. This highlighted where effort may be most usefully be concentrated to make police volunteering attractive, meaningful and rewarding. Successful Police Innovation Fund bids also support this work.
- The largest national survey to date of Special Constabulary and Police Support Volunteers to get their views on how to maximise their contribution and volunteering experience. These results are reported and being used in implementation plans.
- A national benchmarking questionnaire on three levels:

National	At the national level the Strategy describes how CiP will contribute to the Strategic Policing Requirement (SPR). The SPR sets out the national threats and the appropriate national policing capabilities required to counter those threats. Whilst many threats can be tackled by individual police forces within their own force areas, national threats require a coordinated or aggregated response in which resources are brought together from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or national arrangements, to ensure such threats are tackled effectively.
Regional	The National Police Chiefs' Council (NPCC) is progressing with a Specialist Capabilities Programme that builds upon one of the principles within the National Advisory Group's report "Reshaping policing for the public" namely: <i>"We will enhance capabilities and achieve value for money by scaling up specialist capabilities and standardising functions where appropriate. This will help maintain capability and resilience across policing but without losing agility when fighting crime."</i> (June 2015, p6, para 1.2)
Local	The aim of volunteers' support to policing at this level is to build safe and resilient communities through: <ul style="list-style-type: none"> • Enhanced community engagement and participation • Providing public reassurance • Building public confidence and social capital • Adding value for the public

Diagram 2: Benchmarking model



4. Summary and Implementation

4.1 The national CiP Strategy is geared towards two goals: reflecting volunteers' wishes and motivations and maximising the benefit to communities. The Special Constabulary and Police Support Volunteers survey is a rich seam of information that has identified that most volunteers have made a long term commitment to policing. With that comes a responsibility on the service to fulfil their top two motivations of wishing to contribute something back to their community and pursue a career in the police force. The survey responders also highlighted the need for improving the pace of recruitment, understanding and use of their expertise and greater integration and recognition.

4.2 Using this feedback and other drivers of the service e.g. increasingly complex crimes, revised priorities, new legislation and shrinking resources; the initial strategic priorities have been agreed as:

- Lift Volunteers' Profile ○ Complete the benchmarking and establish a picture of national arrangements, gaps and how best to prioritise and meet them.

- Develop a national CiP website as an international online knowledge hub, national recruitment and ESP site to drive interest and recruitment.
 - Develop a digital platform for the National Volunteer Police Cadets again to drive recruitment and enhance the training capability.
 - Create a communications and consultation strategy that meets the needs of different audiences.
- Widen Opportunities
 - Establish a National Police Coordination Centre role profile for the Special Constabulary that is reported quarterly so Specials become national and commonly accredited resources.
 - Develop volunteer career pathways initially by piloting a “needs based volunteering” model. This identifies gaps in service, assesses as suitable as a volunteering opportunity then meets those through appropriately skilled and committed volunteers. These will involve consideration of such factors as qualifications, experience, tenure, “contracts” to meet specific service demand and legal powers.
 - Build on the “needs based” model and establish a range of volunteer skills and capabilities which are set and recognised nationally for both in-force and joint deployments.
 - Develop the Services
 - Establish CiP governance arrangements and identify any additional resources needed to drive progress with the Strategy. The latter will include bids against the Transformation Fund from 2017/18 and beyond.
 - Align the research agenda with the CiP Strategy, initially through the inaugural national CIP Conference in July 2016 then through embedding of academic partnerships.

4.3 The Initial Implementation Plan 2016 – 2019 sets out how these priorities are being met and the results expected from them. Work is developing in sequence, overseen in the first instance through CiPCoP governance arrangements.

Chief Constable Dave Jones
NPCC Lead for Citizens in Policing – June 2016

Citizens in Policing

“Connecting communities to policing and policing to communities.”

Aims

The Citizen in Policing strategy contributes to:

- Safe and resilient communities.
- Empowered and integrated communities.
- Increased trust and confidence in the police. □ Improved quality of life.

Principles

- Activities are not mandated or for profit.
- Outcomes are evidence based and clearly described.
- Draws together formal activity by citizens in the police and wider voluntary activity by citizens in support of policing.
- Activities are linked through the police to society outcomes.
- Activities reflect the local environment.
- Opportunities are geared towards volunteers' skills, preferences and availability.
- CiP is coordinated with the work of other stakeholders.
- Initiatives are evaluated so as to test success and inform the future.

Culture

Services will be delivered through:

- Implementation of the Policing Code of Ethics.
- An understanding of citizens' values.
- Effective coalitions of engaged volunteers.
- A clear sense of common purpose, supported by inputs and measures with other stakeholders.
- A focus on value through a sound understanding of available resources and their effective deployment.
- A developing confidence in and understanding of the CiP contribution.

Results

- ☐ Increase the resources available to achieve social goals
- ☐ Give public services access to new expertise and knowledge
- ☐ Harness good practice - enabling broader and better targeted support
- ☐ Empower local groups, enabling local solutions and building resilient communities
- ☐ Create new models for how society can respond to challenges
- ☐ Help reduce demands on public services



Annex 1 – Initial CiP Priorities and Actions (2016)

Initial CiP Strategic Priorities

Priority One

Lift Volunteers' Profile

- **P1.1** Benchmark current capability and organisations' arrangements.
- **P1.2** Develop a CiP website – an international online knowledge hub, national recruitment and ESP site.
- **P1.3** Develop a digital platform for the National

Volunteer Police Cadets.

- **P1.4** Create a communications and consultation

strategy.

Priority Two

Widen Opportunities

- **P2.1** Include NPoCC SC role profile into quarterly returns as a national, accredited resource.
- **P2.2** Establish a common list of volunteer capabilities for in-house and mutual aid deployments.
- **P2.3** Develop volunteer career pathways.

Priority Three

Develop the Services

- **P3.1** Establish CiP governance arrangements.
- **P3.2** Align research agenda with the CiP Strategy.



NPoCC – National Role Profile

Annex B

SPECIALISM	Special Constabulary “Independent Patrol Status”		
Mercury Ref	135	Version No	1
Essential qualifications			
<p>Special Constable who has been granted “Independent Patrol Status” by their own force against the National Occupational Standards listed:</p> <ul style="list-style-type: none"> • BE2 - Provide initial support to victims, survivors and witnesses • CB1 - Gather and submit information • CD1 - Provide an initial response to incidents □ CD5 – Arrest and detain or report individuals □ CI101 – Conduct priority and volume investigations □ GC10 – Manage conflict. <p>Officers must be currently Officer Safety Trained as per their individual force policy</p>			
Uniform/Equipment Requirements			
<p>Officers are required to bring the following uniform, PPE and equipment as supplied by their own force:</p> <ul style="list-style-type: none"> • General Patrol Uniform • Full PPE and equipment, as issued in force. 			
Host Force Lead/ Authorising Officer (name, rank & position)			

Date Authorised	
NPoCC Authorising Officer (name, rank & position)	
Date Authorised	

Citizens in Policing

Initial Implementation Plan 2016 – 2019

Priority 1: Lift Volunteers' Profile

Benchmark current capability and organisations' arrangements

- Series of workshops held with the Citizens in Policing Community of Practice (CiPCoP) to identify and agree key purpose. □ Development of a “service specification” as foundation for development work.

Result

First national CiP “service specification” that illustrates:

- Desired public-facing outcomes (empowered, confident and integrated communities)
- Outputs (plans, enhanced services)
- Inputs and drivers
- Current services and management arrangements
- Measures

National Survey - Special Constabulary and Police Support Volunteers

Commissioned through the Institute of Public Safety, Crime and Justice

Result

- Largely positive this has helped to identify the top motivation for volunteers, demonstrated that they enjoy what they do and feel recognised for their efforts.
- Further work will be beneficial in areas such as pace of recruitment and exposure to specialist areas.

2030 Vision

A report “2030 Vision: Specials and Police Service Volunteers – At the Heart of Policing Reform” was commissioned through the Institute of Public Safety, Crime and Justice to develop innovative thinking about models of volunteering and citizen involvement. The report is feeding into development of the Strategy and work plans.

Result

This paper sets out the following principles to develop volunteering in policing:

The time is now – conditions are ripe for service transformation □

- Seeing it differently – make this a high profile, long-term commitment, appropriately resourced and tested
- Being attractive – “needs based”, well managed roles which play to volunteers’ strengths
- The best possible experience - adopting successful models e.g. London Olympics
- Making every hour count – impact not hours
- Numbers – an enabler to achieving goals not an end in itself
- Telling the story – national website and communications strategy to feed the fire
- Engage the public in the volunteering debate – further consultation/surveys looping back into initiatives □ Conclusion: Shake it up – build a strong framework to professionalise volunteering.

National Benchmarking Exercise

Commissioned through the Institute of Public Safety, Crime and Justice to:

- Deliver an initial benchmarking exercise that supports and drives the strategic implementation of the first stage of the new CiP Strategy by providing a holistic picture of the volunteering landscape.
- Look across the three strands of Specials, PSVs and Cadets, and also understand the connections (and disconnections) between them.
- Establish the current picture, assess gaps, risks and resourcing, and make recommendations for the future.
- Be undertaken at the national, regional and local (all forces) levels using the five criteria of Capacity, Contributions, Capabilities, Consistency and Connectivity utilised in the Strategic Policing Requirement. ☐ Use this exercise to test the methodology for benchmarking with other stakeholders.

Result

- A questionnaire has been sent to all forces, ******S23(1)** and NPAS seeking data on forces' and PCCs' volunteers, case studies and innovative practice.
- ☐ First analysis will be available for the national CiP Conference on 21 July 2016.

Develop a CiP website

Through a successful bid to the Police Innovation Fund, test the viability of a national CiP portal to:

- Create a national knowledge hub to boost awareness of police volunteering opportunities
- Drive recruitment into local volunteer roles

Result

A web portal that includes:

- Information about the role of CiP
- A “jobs” section for forces to submit their volunteering vacancies
- An “email alerts” sign up and web-chat facility
- Central resource for reinvigorated Employer Supported Policing ☐ Review and final assessment at 24 months and report on future viability.

Develop a digital platform for the National Volunteer Police Cadets

Through a successful bid to the Police Innovation Fund, to roll out a digital platform with an integrated data collection process to record membership details, achievements and qualifications and support delivery of an adult leader training programme.

Result

- Improve the breadth, collection, analysis and use of cadet data
- Provide a digital notice board for dissemination of messages and online handbook ☐ Better coordinate central deployments
- Self-sustaining NVP Cadets' Charity

Priority 2: Widen Opportunities

Create a common standard and begin NPoCC recording of the Special Constabulary

To establish a NPoCC role profile standard of Independent Patrol Status for the Special Constabulary and include this role into NPoCC data returns to promote Specials as a national resource.

Through a successful bid to the Police Innovation Fund, create an electronic bridge between the Specials' records management system Dutysheet to NPoCC's Mercury system for single-keying of data.

Result

Consistency of minimum standard of role ☐

- Single keying of data into NPoCC returns
- Increased potential national capacity through visibility of SC resources ☐ Enhanced opportunities for and contribution by the SC
- Opens way for standards to be set for further volunteer roles, and for these roles to be captured and utilised against an expanding range of service demand.

Develop Volunteer Career Pathways

Support the range of pilots which are testing the concept of “needs based” volunteering by: Development of bespoke volunteer roles □

- Approaches to standardisation of role profiles where appropriate
- Volunteers’ “contracts”
 - The use of volunteers’ legal powers.

Result

This will see the establishment and embedding of a national approach of service -led volunteering supported by clear minimum standards of expertise, responsibilities, opportunities and rewards.

Priority 3: Develop the Services

Establish CiP Governance Arrangements

Initial benchmarking against the first three volunteer groups will establish a picture of national arrangements and gaps. Work to prioritise and meet these gaps will be driven through:

- A national CiP infrastructure will be developed based on the “Gold, Silver and Bronze” model so that representation is cross-cutting.
- Additional capability will be modelled for such as national and regional resources to deliver the Strategy. This to include bids against the national Transformation Fund.

Align Research Agenda with the CiP Strategy

The Strategy is being developed with the Institute of Public Safety, Crime and Justice and that academic rigour will continue with the establishment and assessment of further pilots, surveys and identifying and sharing good practice.

Result

The first national CiP conference in July 2016 will be developed further to provide a focus for volunteering in policing and more broadly as the Strategy rolls out into other stakeholder groups.

Initial work has begun to develop a Centre for Citizens in Policing that will:

- Deliver a major new evidence-based research and translation programme
 - Develop an international online knowledge hub
 - Work with partners to develop and disseminate evidence-based policy and practice
- Work across the broad CiP and social action agenda ☐

Future Steps

- ☐ Broaden the consultation and communication to the other three groups of volunteers identified in the Strategy as well as internationally
- ☐ Establish an academic reference group



- ☐ Establish a national skills, development and standards framework for volunteers
Focus on issues of leadership of police volunteers nationally
- ☐ Acknowledge and support the importance of diversity and police volunteers
- ☐ Complete current “needs based” pilots and use learning for a further wave to test new legislation
- ☐ Use communications strategy and infrastructure to inform, engage and report on CiP matters
- ☐ Consolidate the national infrastructure.

