

Chief Constables' Council

National Citizens in Policing Capability

15 July 2020

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1. Introduction

- 1.1 Since the introduction and implementation of the 2016 National Citizens in Policing (CiP) strategy, significant progress has been made to help embed a strong and positive volunteering culture within the policing family. This has included; establishing national and regional infrastructure, including national working groups across the CiP strands; the trialling of innovative practice to establish a robust evidence base, and developing and implementing national strategies across all areas of the CiP portfolio.
- 1.2 The structure of the current Citizens in Policing portfolio has been highly effective in providing a cross function capability to coordinate the involvement, management and leadership of volunteers within policing. It provides an ongoing support capability to individual forces on a daily basis as well as a holistic national overview required to identify issues which require the attention of senior leaders.
- 1.3 Funding for this capability is due to cease, therefore, this paper outlines the options to maintain this capability for two years in order to complete the work required to embed into business as usual and transition to the proposed new national NPCC Hub. It will enable integration of Citizens in Policing into future national capabilities to provide the ongoing support to the delivery of the NPCC National CiP Strategy and associate work stream strategies.



2. Background

- 2.1 With over 38,000 volunteers directly in police services (including Special Constable, Police Support Volunteers and Volunteer Police Cadets), and another 40K plus directly allied to policing (e.g. neighbourhood watch), the development within the portfolio has been informed by a robust evidence based via national benchmark work and the surveying of CiP volunteers across England and Wales. The 17 Police Transformation National Pilots have also provided invaluable information in terms of evaluation and learning¹.

Headlines from the reports

- Over 10 million hours were served collectively over the past three years by Special Constables nationally.
- There are over 1,000 roles performed by PSVs with a growing number of specialist roles.
- There are 1,089 Specials in specialist roles and significant expansion in specialisms, plus growth in collaborations, for example between Specials and ambulance service
- VPC Cadets have expanded rapidly with a doubling of the number of units since 2015, and almost 18,000 including mini police and rapid growth in diversity standing at 30.9% BME.
- 1,350 Specials on Employer Supported Policing
- Feedback from volunteers demonstrates 94% of PSVs feel their morale is good, and 85% feel appreciated for what they contribute.
- 83% of Special Constables describe their morale as good, and 73% feel recognised for what they do

3. National Coordination - Capability Approach

- 3.1 There is a need to maintain a strategic capability to coordinate the ongoing development of the volunteering agenda across all of the CiP work streams, specifically forging relationships through active engagement with the public, including young people via the VPC. This capability will provide policing with expertise, coordination, knowledge management with the ability to work with key partners to ensure that the agenda reflects best practice and learning across all sectors.
- 3.2 The infrastructure reduces duplication of effort and maximises investment through its ability to capture, evaluate and disseminate best practice, guidance and strategy to support the development of local approaches, resulting in a quality experience for those volunteering within the service.

4. Benefits of the capability:

- 4.1 **Raising the standard:** The national and region roles across the CiP work streams provide oversight and national coordination and work closely with forces to support continuous improvement, utilising national developed frameworks including the Valuing Volunteer Framework, National VPC Safeguarding Policing and other associated tools. This also includes working closely with the Home Office, College of Policing and experts within the field to ensure forces are sighted on the legal requirements, best practice and guidance.
- 4.2 **Expert knowledge within a national capability:** The ability to provide expert understanding, with a national picture of volunteering beyond policing, across all of the work streams, is essential so that forces have the ability to involve and manage volunteers that ensures that we are able to tap into skills, knowledge and experience to help meet services demands. The value that volunteers bring both in terms of their expertise and willingness to support and that of financial return (estimate value of £70-80 million)¹ is a resource that needs to be carefully managed, one that we cannot afford to take for granted.

¹

<http://www.ipscj.org/police-transformation-fund-cip-reports/>

- 4.3 **Collaborative working (internal and external):** The ability to link best and emerging practices both within the policing service and across other sectors is key to prevent silo working, preventing a polarised approach and reduction in the duplication of effort, achieved via CiP infrastructure.
- 4.4 **An effective volunteering offer:** The current dedicated resource work to understand and improved practice and celebrate successes. Forces are supported to help understand and make appropriate changes to increase the value of volunteering within a policing culture.
- 4.5 **Promoting a workforce mix:** CiP has a proven track record in providing positive pathways into policing, ensuring that we continue to attract a more representative workforce, with a longer term positive impact on our overall representation. CiP is often used as a progression route, as volunteers, specifically the SC, move through to regulars and other paid roles within the police service prevalent in the help meet the aspiration of the uplift programme.
- *A working figure on those moving from SC to regular officer is in the region of 40% a best estimation from research - numbers fluctuate from force to force and by time period. Official HO stats figures are much lower. There are those that take a course through PCSO into regular officer. Many forces would put their individual figure higher, into the 60-70% range.*
 - *National figures for BME are regulars 6.9%, Special Constables 10.0%, and Volunteer Police Cadets 27.2%. The Cadets position is particularly strong in some large urban centres which police recruitment has historically found hard to reach, e.g. Met's VPC is 50.9% BME, and West Midlands Cadets are 62.1% BME.*
- 4.6 **Support critical incidents:** There is the ability to mobilise additional resource in times of emergency/critical incident via the CiP work streams.
- Example*
Covid19 national reporting figures indicate
- A 149% increase in ESP hours since lockdown began
 - SC Operational hours logged - January 2020 216,069 hours increasing to 297,672 May 2020 (Care of DutySheet as of 01/06/20)
- 4.7 **Direct support to forces:** The current dedicated resource supports forces on a daily basis, providing guidance, training and expertise in relation to each area of the CiP agenda. This also includes a number of events and conferences which are well attended. These are further supported via a number of systems that provide direct support to forces to manage and involve volunteers including, Marshall and Dutysheet as well as national public facing websites.

5. National Strategy

- 5.1 The focus for the national capability will be to deliver against the outcomes and aspirations set out in the NPCC National CiP Strategies and work stream strategies. Shaped and informed by the national pilots, research and evaluation work, feedback from the work stream national working groups and crucially the ongoing involvement of forces via the CiP regional infrastructure, these provide a clear vision and focus to further progress the CiP agenda at a local, regional and national level over the next 4 years. They are accompanied by over 100 supporting documents developed in collaboration with key stakeholders, expertise from the volunteering field, forces and CiP volunteers and include research and evaluation reports, case studies and guidance manuals.

National NPCC CiP strategies include

- National CiP Strategy for 2019 – 2023
- National Special Constabulary Strategy 2018 - 2023
- National Police Support Volunteers 2019 – 2023
- National Employer Support Policing 2019 - 2023
- Volunteer Police Cadets 2020 - 2024

6. Valuing Volunteer Framework

- 6.1 A key milestone is the development of the Valuing Volunteer framework (VVF), a self-assessment framework which aims to assist forces to identify their strengths and highlight areas for development, in relation to their Citizens in Policing programme. The document is reflective of the national CiP strategies, a continuous improvement framework based and designed utilising best practice from other sectors.
- 6.2 The tool has been successfully trialled at a force level and used within regional CiP meetings to help identify areas of good practice and identify projects for regional collaboration. The tool includes a cost benefit analysis element, to help capture the return on investment from a quantitative perspective. In addition, the information that forces record and capture via the VVF can be used to assist in the completion of the FMS which in turn will help forces to articulate their progress and overall status of their CiP programme, including the contribution that CiP makes to policing. The VVF is currently with the College of Policing to seek formal recognition and approval. In addition the NCALT Managing Volunteers package will be reviewed and rewritten in line with the criteria set out in the VVF.

7. Infrastructure and Governance

7.1 National CiP Governance

Significant work has been undertaken to embed the CiP agenda through the implementation of a robust local to national infrastructure, to ensure that the priorities and outcomes outlined in the national strategies are delivered and achieved.

CC Olivia Pinkney NPCC – Local Policing Coordination Committee (CiP attends the Workforce Coordination Committee)		
CC Lisa Winward NPCC Lead CiP National CiP Board Working Group – CiP, Staff Associations & Unions		
Regional CiP Chief Officer Leads Regional CiP Meetings (strategic and tactical with local forces)		
CiP Work Streams	Lead	National Work
<i>Special Constabulary</i>	DCC Richard Debicki – North Wales	SC working group & 11 associated work streams
<i>Police Support Volunteers</i>	DCC Debbie Ford - Northumbria	PSV working group
<i>Volunteer Police Cadets</i>	CC Shaun Sawyer – Devon and Cornwall	VPC Programme Board Gold Group Safeguarding
<i>Employer Supported Policing</i>	ACC Andrew Slattery – Cumbria	ESP Network Group
<i>Innovation and Good Practice</i>	Jim Lunn – College of Policing	I&GP Working Group
<i>Communication</i>	DCC Jason Harwin – Lincolnshire	CiP Communication plan supports the promotion of the CiP agenda
<i>Partnerships</i>	Mary Bailey - National CiP Coordinator	Providing oversight to partnership arrangements with key organisations to aid the development of the CiP agenda within and beyond the policing family.

8. Challenges and Opportunities

- 8.1 There continues to be a number of key areas that remain unresolved and others that require further exploration and ongoing support. These include
- The impact of Operation Uplift, specifically on the Special Constabulary. We know that a large percentage of those joining as Special Constables often apply to become regulars and with the numbers of SC's continuing to fall, by some 41% across England and Wales since 2012, there is a real risk that within the next 12 months we could see the number of SC officers drop below 10,000 for the first time in decades. The recognition of the role that CiP plays in this, "growing well" agenda, should not be underestimated, with a need to continue to recruit to the Special Constabulary against the requirement of the programme, providing a robust and supported pathway into the policing family.
 - The need to resolve the representation of SC by the Federation which in turn could unlock resource to areas of policing e.g. the issuing of Tasers to SC's.
 - The untapped potential in terms of the allocation of designated powers to PSV's.

9. Proposal

- 9.1 This proposal asks for consideration to provide ongoing resource to support a national CiP capability post March 2020, which longer term will be reviewed and aligned with the proposed NPCC capability model. The ultimate aim would be for the capability to migrate over the new arrangement over a 2 year period alongside a "business as usual" approach within regions and forces. This proposal asks for consideration of funding to maintain momentum and continue activities highlighted previously to ensure consistency during this transition. There are five proposed options highlighted below.

10.2 Approval of the Committee

- 10.2.1. This paper was presented and discussed at the Local Policing and Coordination Committee on the 2 June 2020. There was strong support from all committee members for the continuation of funding for a dedicated resource. However, the preference of the Cadet workstream was for option 3 to ensure that the critical work still required, and in particular the safeguarding aspects of the VPC, would not be diluted. Following discussion, it was the overall view of the Committee that option 4 be the preferred option, with the understanding that the critical VPC work would still be undertaken as part of the wider remit of the coordinated team.

10.3 Details of the proposed costs

- 10.3.1 Please see five options outlined below with costing's per annum.

Option	Description	Total Cost (approx)	Objective	Capability
1	Continued Support via existing Regional Infrastructure	Nil cost 9 x Regional Coordinators continue to be funded via collaborative agreement at a regional level	Maintain relevancy and strategic coordination of vision and high level support to forces via the regional arrangement led by 9 Regional CiP Chief Officer Leads.	Effectively move to a BAU model now. Strategic oversight and tactical support, management, coordination and influence focused at a local and regional level to support continuous improvement. Individual forces and regions would be required to resource and take forward the areas for development without any centralised support.
2	National oversight by maintaining the National CiP coordinator only.	£85k (2k per force per annum x 2 years) Direct support to the 9 x Regional Coordinator which would continue to be funded via collaborative agreement at a regional level	Maintain relevancy and strategic coordination of vision and high level support to forces. Drive strategy. Build case for BAU capability.	Maintains momentum for the areas for development and creates consistency/coordination of work. Strategic oversight, management, coordination and influence focused at a local regional and national level to support continuous improvement. Limited support to the CiP work streams.
3	An allocated costed resource per work stream – menu option per work stream	1. £85k National CiP 2. £494.5k (11.5k x 43) for VPC (see below detail) 3. £70K Special Constabulary Subject Matter Experts x 4. (£15k per force per annum x 2 years) (9 x Regional Coordinator continue to be funded via collaborative agreement at a regional level)	Menu option to prioritise strategic oversight and/or work stream.	Dedicated support for completion of specific work stream actions and transition to BAU for specific areas. Dependant of selection - disproportionate support across all of the CiP work streams. However, please see below detail regarding VPC work still required.
4	Core CiP Team single investment, coordinated support across all CiP strands	£649.5K Current CiP resource is realigned to support whole	Maintain relevancy and strategic coordination of vision and high	Dedicated team to deliver across CiP portfolio and flex to meet needs to embed BAU across all aspects of CiP.

		portfolio to progress. (9 x Regional Coordinator continue to be funded via collaborative agreement at a regional level)	level support to forces. Drive strategy. Build case for BAU capability.	Strategic oversight, management, coordination and influence focused at a local regional and national level to support continuous improvement. Tactical support for current change and future development. Resources coordinated across the works stream to support the delivery of the national CiP strategies.
Option 4 cost per annum per force against NRE				
Avon & Somerset	2.50%			16,268.67
Bedfordshire	0.93%			6,050.02
Cambridgeshire	1.20%			7,761.64
Cheshire	1.59%			10,310.74
City of London	0.50%			3,265.52
Cleveland	1.10%			7,123.46
Cumbria	0.91%			5,906.29
Derbyshire	1.48%			9,644.12
Devon & Cornwall	2.60%			16,867.81
Dorset	1.12%			7,252.54
Durham	1.02%			6,611.25
Dyfed-Powys	0.89%			5,772.87
Essex	2.47%			16,048.07
Gloucestershire	0.98%			6,378.63
Greater Manchester	4.88%			31,723.32
Gwent	1.08%			7,029.93
Hampshire	2.80%			18,215.84
Hertfordshire	1.69%			11,004.13
Humberside	1.54%			10,032.57
Kent	2.58%			16,775.41
Lancashire	2.36%			15,313.15
Leicestershire	1.56%			10,107.56
Lincolnshire	1.01%			6,574.82
Merseyside	2.74%			17,765.34
Metropolitan Police	22.28%			144,693.44
Norfolk	1.36%			8,847.15
North Wales	1.30%			8,462.32
North Yorkshire	1.29%			8,371.94
Northamptonshire	1.12%			7,263.21
Northumbria	2.34%			15,210.97
Nottinghamshire	1.72%			11,181.49
South Wales	2.38%			15,441.47
South Yorkshire	2.16%			14,034.82
Staffordshire	1.62%			10,521.06
Suffolk	1.04%			6,731.22
Surrey	1.94%			12,600.72
Sussex	2.37%			15,420.73
Thames Valley	3.49%			22,685.04
Warwickshire	0.84%			5,449.69
West Mercia	1.83%			11,917.39
West Midlands	4.70%			30,531.48
West Yorkshire	3.69%			23,981.42
Wiltshire	0.98%			6,350.75

5	No National Capacity	Nil	N/a	No National coordination and a return to 43 forces undertaking activities independently
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Current resourcing

- 10.3.2 In addition to the infrastructure supported via the Chief Officer CiP Leads, the work of the portfolio is currently supported by a number of paid roles. This current model was agreed, via Chiefs Council up until September 2020 for the National role and an annual request for the VPC team which present an unsustainable approach to support the delivery of future work if the future funding is not agreed.

National CiP Coordinator and support officer – 3 year fixed term role until September 2020 – a role that supports the NPCC lead to build the CiP infrastructure across, the 9 regions and 7 work streams supporting the development and implementation of national strategy. Cost per annum £97.6K

VPC Hub Team – a team of 9 officers with addition in kind contribution of £62K from Devon and Cornwall. Introduced, the VPC has maintained a small team to support police forces to introduce and develop their VPC programmes. This team has accessed external funding to the value of over £4.8 million in support of VPC, which until March 2018 provided additional resources of this national infrastructure. Since April 2018, a contribution of £7500 has been provided by each police force to support this national infrastructure. As of March 2020, the Volunteer Police Cadet (VPC) National Team has 9 members in a variety of full and part time roles. This team have accumulated significant expertise, which has allowed them to develop the VPC strategy 2020 to 2024, based on evidenced good practice both within the VPC and wider youth sector. This strategy will bring a more consistent approach and support forces to evidence their efforts in ensuring their VPC is delivered within Youth Sector standards providing forces with standard of practice regardless of their operating model. In addition the academic evidence gathered since 2013 has identified that running a national uniformed youth groups requires a high level of expertise, both in developing a worthwhile offer to the young people while ensuring everyone involved is safe. It is acknowledged that the College of Policing do not have the capacity nor should they be expected to have an in-depth knowledge of youth sector good practice and as a result the VPC national has assumed the role of a national expertise centre on behalf of the police forces in England and Wales.

Specialised support provided via the VPC National Hub

Safeguarding policy, procedures, standards and training - Due to the very nature of Safeguarding, changes to policy and guidance happen regularly. By having a national policy with national standards and training it ensures that every force is providing a VPC that is in line with youth sector standards. A national training package ensures that all cadet leaders have the opportunity to learn about safeguarding and their responsibilities and how it fits into VPC.

National safeguarding manager post - The National Safeguarding Manager has a duty to report to the Home Office, to ensure that Working Together to Safeguard Children guidelines are being followed consistently throughout the VPC organisation. To share lessons learned, near misses and good practice with colleagues nationally, will identify local, regional and national trends, will be a single point of contact for all forces and other youth organisations to ensure we keep abreast of national working practices and emerging issues and to translate this into VPC practice. To arrange useful training to assist leaders.

Developing and delivering adult training for everyone involved in VPC- This ensures that there is consistency across the country in the standard of training delivered which is relevant to working with young people and of course within the VPC. Force training departments have neither the capacity nor the expert knowledge to develop and deliver such training packages. It is imperative for safety and standards that leaders are adequately equipped to run VPC units and that training records are maintained both locally and nationally. Also any approach to any specialist training external provider

is far more attractive if presenting as a national entity such as the recent partnership with Mental Health first aid England has seen a commitment to deliver 1 free training session in each region, this again maintains consistency. E-learning packages for safeguarding training purchased at a national level for distribution is proven to be far more cost effective due to bulk purchase.

Share learning both in delivery of the VPC and safeguarding- To ensure that the VPC is a safe place for adult leaders and young people. To ensure that the VPC is a quality offer that provides opportunities for leaders and young people and helps to develop their skills and motivate them to volunteer in their community. By ensuring that good practice but also lessons learned are shared to prevent similar incidents occurring in more than one unit.

Developing and implementing a continual improvement framework-

To ensure that the VPC is a safe place for adult leaders and young people and those involved are not put at risk unnecessarily. To ensure leaders and young people know what is expected of them and their organisation and to ensure that a VPC unit works towards implementing standards similar to other youth sector organisations.

Designing and delivering a consistent 'VPC learning journey' from child to adulthood-

To ensure that young people and adult volunteers have an opportunity to stay with the organisation for a significant period of time. From 8-18 and beyond. That the experience a young person has at one end of the country is not significantly different to a young person at the other end of the country. To ensure that a young person learns skills and morals that will have a positive impact as they enter adulthood.

Design and support the implementation of a structured 'Youth Voice' framework- This ensures the voice of young people and wider communities are heard within the VPC and Policing in the wider sense, particularly across the CiP Portfolio as this voice could be representative across the whole portfolio as many young people have taken up roles as PSV's, SC, VPC Leaders or into full time employment within Policing. Such an important element needs proper guidance and control to maximise such a key benefit Nationally, regionally and locally in force but also ensures community involvement.

Support forces with the implementation of stronger oversight processes- Being recognised as the uniform youth group of the Police should quite rightly ensure maximum standards are maintained and where possible exceeded, in line with youth sector standards. Such processes give Forces confidence that their VPC scheme is safely operating at the required standards, again to introduce such processes requires expert guidance, knowledge and central co-ordination to ensure national consistency and safe local delivery.

Oversee and manage externally funded projects in support of VPC- A central point of consistency is required in maximising opportunities of project delivery with potential national partners work at a national level is a much more attractive proposition for potential partners ensuring a wider reach, which also ensures a consistent approach to the rollout of such projects at a national, regional and local level which also aim to benefit wider communities and Policing particularly in support of national policing priorities or key topics.

Provide on-hand specialist advice and support- The experience gained and academic evidence gathered since 2013 has identified that running a national uniformed youth group requires a high level of expertise, both in developing a worthwhile offer to the young people while ensuring everyone involved is safe. It is acknowledged that the College of Policing do not have the capacity nor should they be expected to have an in-depth knowledge of youth sector good practice and as a result the VPC national has assumed the role of a national expertise centre on behalf of the police forces in England and Wales. Police senior managers are not able to offer advice on the day to day running of a uniform youth group, but do want assurance that the Police cadets in any force are being operated

safely with leaders being equipped to deliver cadets to a standard representative of British policing. The benefit to forces is the knowledge that there is a core team who can be drawn upon for on-hand specialist advice and guidance which is consistent across the country and does not vary force to force.

Representing and promoting the VPC at a national level within government and strategic partners-

The Volunteer Police Cadets is widely recognised as the Police's uniform youth group with the VPC national team being the central voice representing all 44 Forces delivering Volunteer Police Cadets with Government departments and strategic partners, quite simply a core team with a central purpose and identity can speak once to the benefit of 44 Forces or such influence can be tried with 44 or more different representatives speaking with one local voice. This approach has seen influence within the All Party Parliamentary group for Police engagement with Children & Young people which resulted in oral evidence and VPC being mentioned in a key Recommendation, The Home Office Modern Crime Prevention Strategy asserts the value of the VPC in strengthening the character and resilience of young people, both traits identified in the strategy as 'drivers' of crime, The Youth Violence Commission Interim Report identifies the root causes of youth violence as including childhood trauma and the importance of early intervention, which the Mini Police seeks to support. The VPC being recognised as a key delivery partner of the #Iwill campaign are just a few examples of benefits to speaking with one central voice.

Seeking national funding to support the VPC across all police forces- Since the introduction of the NPCC agreed VPC framework in 2013, the portfolio has maintained a small team to support police forces to introduce and develop their VPC programmes. This team has accessed external funding to the value of over £4.8 Million in support of VPC, which maintained the core team until March 2018. The National VPC are widely recognised in the youth sector as the overarching representatives of the forces that deliver their VPC. This national, consistent representation is invaluable in accessing funds to support local delivery and growth. It also enables continual organisational learning with trusted partners and further developmental experiences within this sector.

Maintaining and developing the Marshall online VPC management platform- A national cadet management system was developed at the request of leaders, this system has evolved not only as a cadet management system but as a safe way of communicating with young people. The data held within the system sits firmly in line with recent recommendations from the IOPC with regard to an ongoing historic investigation within a police force. The use of this system will give confidence to Forces that necessary records of cadets and leaders are being maintained, communication is taking place safely via single auditable system, with the core functionality of the system hugely mitigating risk. The system will continue to be enhanced according to users' needs, with forces also benefitting from good management data.

On hand technical support for the Marshall platform- There are VPC team members who have intricate knowledge of the MVP system who are able to offer technical support and input to users, this again reduces the demand and burden on force departments, we have a tiered support system set up for the system with a dedicated 24/7 customer service desk capability.

Regional CiP Coordinators - a mixed approach has been adopted with some regions investing a designated post whilst others have uplifted an existing CiP Coordinator role resulting in mixed outcomes in terms of progress. Regional coordinator provides direct support to force interpreting national strategy into tactical and operational delivery. The costs are covered and determined by each Region.

10.3.3 Support to CiP from the College of Policing

One of the College of Policing's (CoP) primary objectives is around developing evidence-based standards for use by police forces. The CoP want to ensure this approach is taken in the work produced within the CiP portfolio, enabling transparency in decision-making and providing those at various levels in the service such as strategic leads, operational managers, practitioners, supervisors and volunteers themselves with the evidence, knowledge and skills they require to deliver an effective service to communities.

The CoP are also committed to driving the ongoing professionalization of the police service. This applies to members of the Special Constabulary, whose voluntary nature does not detract from their valuable service as warranted officers. The launch of the SC PEQF provides a starting point, but further professionalization initiatives are likely to follow. It is important the Special Constabulary are included in the scope of any such work and the College will engage with the portfolio accordingly to ensure this is considered.

The CoP have a full-time staff member in the role of Citizens in Policing Policy Manager, working alongside the NPCC, forces and other stakeholders. This role sits within the Uniformed Policing Faculty and is line managed by the Policing Standards Manager for Local Policing. At present there is no plan to amend the existing arrangement, so while it is not possible to categorically confirm the role will remain in place indefinitely, we fully recognise the value volunteers add to policing, and that there is a need to support forces in establishing and maintaining nationally consistent approaches and standards, with supporting APP, advice and tools to do so successfully.

The CoP are committed to seeking to identify, develop and promote good practice examples based on robust evidence and the Local Policing Standards Manager will continue to chair a cross-agency Innovation and Good Practice meeting in support of the NPCC CiP Strategy. There are various other ways that policing stakeholders and NPCC portfolios (such as CiP) can look to raise points for consideration. At a strategic level, the College Professional Committee provides an initial point to raise high-level issues, whilst at more operation level the College Solutions Panel (Chaired by a Director) provides an opportunity to raise issues/request College support – the Panel will seek to understand the issue and desired outcome, and either advise or provide support (from across the College) to achieve it. The CiP Policy Manager is the best point of contact initially to advise on how best to raise issues to the Solutions Panel.

11. Recommendation

- 11.1 The intention of the National Citizens in Policing portfolio is to develop and complete the outstanding aspects of the work streams to embed them into BAU by 2023. This can be most effectively achieved by supporting a dedicated resource across the work streams to link in to the regional structure outlined in Option 4. This would be a total cost of £649,500 with a total cost of £15,000 per annum per force for a 2 year period to bridge the transition of the capability to the new NPCC capabilities model alongside BAU in forces. This would enable the delivery and implementation of the National CiP Strategies supporting and engaging with all forces and providing support across all areas of the portfolio. It also provides the flexibility to utilise the team to meet the varying demands across the portfolio rather than dedicated teams for specific aspects of the portfolio and recognises that the level of resource would be proportionate to address the key priorities e.g. the safeguarding work of the VPC.
- 11.2 However, if forces would prefer to invest their own resources to develop and undertake this work either locally or as a regional option it would be recommended that as a minimum the National coordinator role would be required at the very least to support the delivery of this work.

12. Conclusion

- 12.1 Significant progress has been made to establish an infrastructure that supports the development of this agenda at a force level, coordinated at regional level and driven at a national level. The introduction of national strategies, informed and reflective of a robust evidence base, provide clarity and focus like never before. In addition continuous improvement tools provide forces with the ability to track and measure progress to inform strategic planning. In order to realise the benefit of the investment to date, the support of national capability is critical to avoiding divergence from core principles and effective practices. Without this there is a risk that we revert back to locally developed approaches and practice, resulting in a duplications of effort and increased cost to forces as they independently source systems, research and evaluation, training and develop practice and policy,

including safeguarding, that often requires expert knowledge not just in relation to volunteering but also in working with young people.

- 12.2 Forces are now provided with a more consistent and professional approach and if lost, there is a real risk of a splintering and dilution of this key and coordinated approach. There is also a reputational risk to the consistency of our current volunteering offer with a clear need to ensure that we provide a quality volunteering experience in achieving our strategic vision “Every volunteer, in every force will be engaged, effective, integrated and valued.”

13. Decision required

- 13.1 A decision is required to either:

- a) Support the preferred option of a cross portfolio CiP team – option 4.
- b) Maintain the National coordinator only – option 2.
- c) Support the costed work stream option – option 3.
- d) Continue to contribute to the Regional Coordination model – option 1.
- e) Cease the support altogether – option 5.

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