CITIZENS IN POLICING STRATEGY

2017 - 2020
Introduction

I’m very pleased to be the Chief Officer lead for volunteering within Lincolnshire Police and would like to start with a word of thanks from me to our volunteers for all that they do for the force and their community.

I’ve been a keen advocate of volunteering in the police service for a number of years and have had the pleasure of working alongside many talented and committed volunteers, including those who choose to become a warranted officer and those who don’t. I’ve always been impressed and humbled by our volunteer colleagues who give so freely of their time to support the policing of their communities.

Looking ahead, through this strategy, I want to continue to support the communities of Lincolnshire by integrating volunteers across the force area, to keep providing opportunities for members of the community to develop through volunteering, support the growth of our young people through the Police Cadets and develop Employee Supported Policing, so that together, we make Lincolnshire a safer place.

Gary Knighton
Deputy Chief Constable
Purpose of this Document

Lincolnshire Police has an established volunteering infrastructure and actively encourages the citizens of Lincolnshire to participate in the policing of their local communities.

The purpose of this strategy, which has been renamed Citizens in Policing to more accurately reflect the range of roles and align with national developments, is to outline the way in which we will continue to embrace volunteers as an integral element of policing in Lincolnshire.

Our Citizens in Policing Vision

Our Vision

By 2020 our vision is that:

*Citizens in Policing will be carrying out a wide range and volume of meaningful roles and be integrated in the organisation, supporting and complementing the work of police colleagues and connecting the organisation to the communities it serves. They will feel both valued and engaged and have opportunities to develop, professionally and personally, as a citizen in policing and in other roles within the organisation.*

Background

Since 2013 the Force has broadened the range of volunteering opportunities to support and complement the work of police officers and police staff. From the Special Constabulary who have traditionally supported county policing and a small number of Police Support Volunteers (PSVs) who staffed smaller rural stations or undertook office based administrative tasks, the Force has expanded the number and variety of PSV roles and introduced Volunteer PCSOs – uniformed citizens in policing who patrol their local communities; are accessible to local residents and businesses and deal with local issues. And, not forgetting young people, the Force continues to support the Volunteer Cadets and has introduced a seventh in Spalding.

This strategy underlines the Force commitment to build on those volunteering foundations and to develop more sophisticated and focused opportunities to allow citizens to contribute to the policing of our county. Volunteers are integral to the delivery of policing services across the county. This strategy will provide clear direction for officers of all ranks, staff and members of the public and allow everyone to recognise the added value in terms of resources or skills that volunteers bring to policing.

The Police and Crime Commissioner for Lincolnshire and the Chief Constable determine the strategic direction and policing priorities for the county and will deploy resources accordingly to deliver the best possible policing services to the people of Lincolnshire. This strategy
supports the delivery of those services by actively encouraging the participation of citizens in policing.

The underlying principle that supports policing across the county is that Lincolnshire Police will work in partnership with the public, other emergency services, voluntary sector groups and with local businesses through, for example Neighbourhood Watch and Farm Watch to achieve its objectives in the delivery of policing services.

The aim is to broaden the number of volunteering opportunities to enable the people of Lincolnshire to play a greater part in policing their local communities; that they should be actively involved in making their local communities better and safer.

Over the last three years the Force has worked with staff associations and partners in the Voluntary Sector, primarily Lincolnshire CVS and Voluntary Centre Services and with G4S, the Force’s commercial business partner to develop the volunteer ethos.

The Force continues to support the effective use of volunteers; to increase the number of Special Constables; create more opportunities for Police Support Volunteers; increase the number of Volunteer Cadets and establish more corps; and to further develop and promote the Volunteer PCSO role subject to legislative changes in the Police and Crime Bill that will enable the Chief Constable to delegate the powers, currently available only to employed PCSOs to their volunteer counterparts.

Our key achievements have been:

- Over 1000 volunteers engaged since April 2013.
- More consistently active volunteers
- Coordination of volunteer recruitment, training and induction
- Introduction of the VPCSO role
- Established steering groups
- Volunteer champions across the force
- Improved understanding of the financial and social impact of police volunteers

Lincolnshire Police still faces significant financial challenges as a result of the Comprehensive Spending Review. The Citizens in Policing Strategy will ensure that we are able to respond to the number of future demands that such challenges will bring, including new Force structures, on-going efficiency and effectiveness programmes, alternative delivery of service provision and robust resource management. The delivery of volunteer services to the Force does not come without financial investment and the Force will demonstrate the added value provided by volunteers through the Volunteer Investment and Value Audit (VIVA) that calculates the value added for each £1 invested.

But there is much more to do if the Force is to maintain and increase its volunteer capacity and capability still further.
Our Values and Behaviours

The expansion of citizens in policing roles and numbers has been achieved in accordance with the principles of PRIDE and the Force Volunteer Charter, respecting and valuing officers and staff, not replacing them. Volunteers provide that “something extra”, to free up police officers’ or staff time allowing them to focus on those things that require their specialist knowledge, skills and training. Likewise, we want our volunteers to get something out of volunteering, whatever their reason for doing so.

It is not just what we do but also the way that we do it that is important. To give the best service, our people must demonstrate the highest standards of professional conduct, as embodied in the Code of Ethics.

Lincolnshire Police also has a clear set of internal values and behaviours which, along with a leadership and staff charter, underpins all our policing services. Those principles are embodied in ‘Policing with PRIDE’:

- Professionalism
- Respect
- Integrity
- Dedication
- Empathy

The Volunteer Charter also recognises that, by giving their time freely to Lincolnshire Police, volunteers should derive some benefit from their efforts, by developing or enhancing skills, gaining experience in the workplace or simply by deriving satisfaction by contributing to their local community or society in general.

Although not subject to employment legislation, volunteers are expected to abide by the principles and values of PRIDE, the Code of Ethics and the Volunteer Charter and in return the Force will support and value volunteers as part of the policing family.

National Context

This strategy reflects activity at national level under the guidance of the College of Policing, Citizens in Policing Community of Practice (CIP COP) agenda. CIPCOP provides a national network of practitioners from across the country to develop and promote volunteering and brings under one umbrella the different strands of volunteering; the Special Constabulary; Police Support Volunteers (PSVs) and Cadets.

The VPCSO role is unique to Lincolnshire, yet remains on the agenda nationally and significant legislative changes in the Policing and Crime Bill 2016 will influence the expansion of the role with the potential for the delegation of powers to volunteers.

The national Citizens in Policing Strategy provides direction for police forces to enhance the delivery of policing services through the use of volunteers:

- To improve public safety
- To make better and more productive use of police resources
- To increase public confidence in policing.

This strategy will be reviewed and updated accordingly in line with the national strategy.
Regional and Local Context

Lincolnshire is part of the East Midlands group of forces that has an active and coordinated approach to police volunteers. The regional forum promotes good practice and innovation at regional level and informs and is updated through the national Citizens in Policing (CiP) structure.

Lincolnshire Police actively participates in the regional CiP programme; works with partners in the Voluntary Sector; and will develop and expand the links with local businesses to promote Employer Supported Policing (ESP).

Policing a large county with many small, isolated rural communities is challenging. To provide greater police visibility and improve the police response to incidents in rural areas, the Force recognises the value of developing bespoke volunteering opportunities to empower local people to engage more effectively in policing their own communities.

The development of closer working arrangements with Lincolnshire Fire and Rescue and the East Midlands Ambulance Service through the Blue Light Project will provide further opportunities for integrated volunteer programmes.

Lincolnshire Police has run Cadet corps for 14-19 year olds for many years, encouraging and developing young people as active citizens and supporting them to achieve their career goals, particularly should they choose careers in policing. At national level there has been significant impetus to introduce a National Volunteer cadet structure. The ethos of and operating procedures within Lincolnshire Police cadets are closely aligned with the national programme and Lincolnshire cadets are now using the national cadet workbook.

Links to National and Local Priorities

The Citizens in Policing Strategy takes into account challenges and new developments facing the police service in general which include:

- Responding to austerity, and the continued reductions in central government funding for the police service
- Increased collaboration and partnership working with a range of organisations at a local, regional and national level
- Key reports and regulations including the Code of Ethics
- HMIC PEEL inspections.
- Delivering value for money through volunteer investment

At county level, the deployment and use of volunteers will support and enhance the delivery of policing objectives as outlined in the chief Constable’s Operational Delivery Plan:

- To protect the most vulnerable
- To inspire confidence in what we do and how we do it
- To prevent, respond to and resolve crimes and ASB according to threat, harm and risk
- Provide a proportionate response to Local, Regional and National policing demand according to threat, harm and risk and
- Develop and optimise our organisation and people to deliver the best possible service

These objectives will be routinely reviewed and updated to meet changing priorities and this strategy will be reviewed accordingly.
### Key Strategic Objectives

#### STRATEGIC OBJECTIVE 1
**To increase the connection with communities**

Lincolnshire Police maintains a strong neighbourhood policing tradition, engaging local people and businesses in the delivery of policing services. This strategy aims to harness the potential to increase public participation and promote active citizenship through volunteering. We will work with individuals and businesses through wider promotion of Employer Supported Policing to build safer and more resilient communities and increase public confidence in Lincolnshire Police.

**We will do this by:**

- Targeted recruitment of volunteers from diverse communities
- Raising the profile of volunteers
- Working with other emergency services and partners in the voluntary sector
- Develop and refine the opportunities for ESP
- Develop more community based CiP opportunities with emergency services and voluntary sector partners
- Develop the concept of volunteers as ambassadors for the Force

#### STRATEGIC OBJECTIVE 2
**To integrate volunteer capacity and capability into operational policing and the wider organisation**

In an environment of financial constraints and continuing reductions in police funding, the expectation remains to deliver more with less. The Force recognises that volunteers can provide additional resources to support and complement the work of uniformed officers and staff and support services. We will focus on those areas that allow officers to make best use of their training, skills and expertise to develop a more skilled and effective workforce.

**We will do this by:**

- Effective deployment and tasking of Specials and other volunteers
- Developing roles and specialisms in support of operational policing
- Maximising volunteer skills and experience
- Recognising the contribution and potential of our Cadets
- Promoting a positive and inclusive team/group ethos through strong leadership
STRATEGIC OBJECTIVE 3
To ensure volunteers are meaningfully engaged and feel valued

Whatever their motivation, volunteers remain essentially an unpaid resource. Our aim is to engage volunteers for the longer term, to maximise their contribution, skills and experience for the benefit of the Force. But we recognise that this is a reciprocal arrangement and we must provide fulfilling, challenging and varied tasks for individual volunteers.

We will do this by:

• Developing and refining volunteer roles
• Matching volunteer skills to roles
• Developing volunteering career pathways
• Refining and developing volunteer review and retention
• Recognising the volunteer contribution through force and community awards
• Reviewing the training and induction of volunteers and develop procedures to improve the volunteer experience
• Use of staff survey to assess the success of these activities

STRATEGIC OBJECTIVE 4
To ensure efficient and effective use of volunteer resources to support service delivery and achieve policing objectives

Lincolnshire Police prides itself on its already efficient use of resources but will consider every option for further improvement. Volunteer activity will be focused in those areas of business where the most effective contribution can be made to achieve Force objectives.

All officers and staff are encouraged to consider the use of volunteers in targeted policing initiatives or priorities and, similarly, volunteers will have the opportunity to contribute to such initiatives or priorities to make a difference in their own community.

We will do this by:

• Identifying opportunities in the tasking process for improved volunteer participation
• Developing the mentoring, operational supervision and deployment of Specials and VPCSOs
• Ensuring most effective use of volunteer duty management systems
• Working with the Force Commercial Partner to align volunteer policies and opportunities
• Targeted recruitment of volunteers with specialist knowledge and skills
• Volunteer skills audit
Translating Strategy into Plans

In support of this strategy we will develop a Delivery Plan to set out how the strategic objectives will be realised. The plan will contain measures, qualitative and quantitative, that will be used to assess progress against the strategy.

The plan will be a dynamic document that responds to changing priorities and will be subject to review and approval through the Citizens in Policing Oversight Board.

The following plan on a page captures the key elements of how the Citizens in Policing Strategy will be delivered.
Citizens in Policing are carrying out a wide range and volume of meaningful roles and are integrated in the organisation, supporting and complementing the work of police colleagues and have opportunities to develop professionally and personally, as a citizen in policing and in other roles within the organisation.

Increased Connection with Communities
Volunteers are meaningfully engaged in operational policing and wider organisation

Consistency
Making most efficient and effective use of all resources to support service delivery

Contribution
Integration of volunteer capacity and capability in operational policing and wider organisation

Communicate
Citizens in Policing strategy 2017-2020

Capacity
Provide uniform and equipment

Connectivity
Pay out of pocket expenses

Consistency
Provide access to systems

Volunteers
Citizens in Policing are carrying out a wide range and volume of meaningful roles and are integrated in the organisation, supporting and complementing the work of police colleagues and have opportunities to develop professionally and personally, as a citizen in policing and in other roles within the organisation.

What we want to achieve
Making most efficient and effective use of all resources to support service delivery

How we achieve our objectives
Citizens in Policing strategy 2017-2020

Volunteers
Citizens in Policing are carrying out a wide range and volume of meaningful roles and are integrated in the organisation, supporting and complementing the work of police colleagues and have opportunities to develop professionally and personally, as a citizen in policing and in other roles within the organisation.

Where we want to be
Citizens in Policing strategy 2017-2020

What we do to achieve our objectives
Citizens in Policing strategy 2017-2020

Professionalism Respect Integrity Dedication Empathy
Governance

The governance of all strands of volunteering within Lincolnshire is enabled through the Citizens in Policing Oversight Board, of which the Deputy Chief Constable is the Chair. Each strand - the Special Constabulary, Police Support Volunteers, Volunteer PCSOs and the cadets - has a reporting structure (either Steering Group or Senior Management Team) with responsibility to drive forward development and delivery of the strategy. The Chair of each Steering Group will report to the Oversight Board on a quarterly basis.

The Oversight Board will monitor performance against the Delivery Plan as well as providing the forum for scrutiny of proposed amendments and updates to policies and procedures and the introduction of new initiatives and activity. The Board will also facilitate the dissemination and communication of national and regional Citizens in Policing developments.

Related Strategies and Policies

The following are those strategies and policies that are intrinsically linked with the Volunteer Strategy:

- People Strategy
- Talent Management Strategy
- Special Constabulary policy
- Volunteer Cadet policy
- Volunteer Policy
- VPCSO Policy

Policies and procedures are continually under review and development and this strategy will consider and reflect any such changes to legislation, national, regional and local initiatives and changes to organisational practices.