



**PCC**  
Office of the Police and  
Crime Commissioner  
Devon and Cornwall



**Devon & Cornwall Police**  
Building safer communities together

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**Report of the Joint Office of the Police and Crime  
Commissioner and Devon and Cornwall Police review of the  
Police Support Volunteer Programme**

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## **CONTENTS**

	<b>Page</b>
<b>Background</b>	<b>1</b>
<b>Approach</b>	<b>1</b>
<b>Volunteer baseline</b>	<b>2</b>
<b>Policies and working practices</b>	<b>5</b>
<b>Devon and Cornwall Police experience</b>	<b>7</b>
<b>Volunteer experience</b>	<b>15</b>
<b>Developing volunteering</b>	<b>15</b>
<b>Conclusion</b>	<b>17</b>
<b>Appendix</b>	
<b>Recommendations</b>	<b>19</b>
<b>Online Volunteer Consultation Responses</b>	<b>22</b>

### Background

Over the course of the Police and Crime Plan, the Police and Crime Commissioner has expressed a desire to engage local communities in the work of the Police through active and supportive volunteering opportunities. The refresh of the Police and Crime Plan 2014 – 2017 converted this desire in to a formal agreement between the Police and Crime Commissioner and Chief Constable.

The refresh of the Police and Crime Plan 2014 expressly states the Police and Crime Commissioner will ask the Chief Constable to review the scope and scale of volunteering in policing and examine:

- The volume and range of volunteer roles and civic engagement opportunities.
- The potential costs and benefits of more radical approaches to civic engagement and community involvement.
- How we can make the most of volunteering.

The Chief Constable will review the current extent of public participation within policing and community safety, including the existing support infrastructure and work with the Commissioner, partners and volunteering organisations to build a strategy for:

- Greater involvement of volunteers in policing, including a wider range of roles.
- Identifying and pursuing opportunities to work with others to boost volunteering.
- Improving engagement, support and infrastructure within Devon and Cornwall Police to ensure the long term sustainability of volunteering and satisfaction of volunteers.
- Improving the diversity of the volunteer base.

### Approach

The approach to undertaking a review of Police Support Volunteering was developed in partnership between the Office of the Police and Crime Commissioner and Local Police and Partnerships Department, Devon and Cornwall Police. The review sought to answer the following five questions:

1. What is the current offer to volunteers across Devon and Cornwall Police?
2. Are current policies effective in supporting volunteers?
3. What is the volunteer experience?
4. What is the existing appetite for volunteering at different levels within Devon and Cornwall Police?
5. What is the potential for further developing volunteering within Devon and Cornwall Police?

To answer the above questions a range of activities were undertaken. Local Policing Partnership department undertook an exercise to understand the contribution being made by volunteers across Devon and Cornwall Police by reviewing centrally collected data.

## VOLUNTEER REVIEW 2015

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An evidence matrix compiled using Investors in Volunteers self assessment checklist and “Building a Police Support Volunteer Programme”, guidance from the College of Policing was used to review the policies and working practices linked to volunteering within Devon and Cornwall Police. Interviews were held with Police Officers from BCU Commander to Police Constable. Geographic areas covered by these meetings are North Devon, South Devon (including Torbay) and Plymouth command areas. A series of questions were asked which addressed key topic areas including attitudes, volunteer contribution, leadership, management and training.

A closed group, volunteer satisfaction survey was hosted online. Police Support Volunteers and Independent Custody Visitors were invited to respond to the consultation. Meetings were held with volunteers to discuss informally their experience of volunteering with Devon and Cornwall Police.

Both volunteers and police officers were directly asked what further opportunities are there to develop volunteering to support Devon and Cornwall Police?

### Volunteering baseline

Devon and Cornwall Police currently have listed within the PVP programme policy a number of volunteering roles which are offered and have role descriptions developed for them. These are:

- CCTV Monitoring Volunteer
- Community Police Cadet Admin Support Volunteer
- Community Police Cadet Unit Support Volunteer
- Community Speed Watch Admin Support Volunteer
- Community Speed Watch Monitoring Volunteer
- Heritage & Learning Resource Collections Assistant Volunteer
- Horse Watch Admin Support Volunteer
- Neighbourhood Watch Office Assistant Volunteer (Computer User)
- Neighbourhood Watch Office Assistant Volunteer (Non Computer User)
- Neighbourhood Policing Admin Support Volunteer
- Neighbourhood Policing Tactical Support Volunteer
- PVP Office Communication Volunteer
- Street Safe Project Volunteer
- Volunteer Driver

The following roles are currently performed by active volunteers:

- |   |      |
|---|------|
| • CCTV Monitoring Volunteer                     | CCTV |
| • Community Police Cadet Unit Support Volunteer | CPC  |
| • Community Speed Watch Admin Support Volunteer | CSW  |
| • Community Speed Watch Volunteer               |      |
| • Community Watch Hub Volunteer                 | CWH  |
| • DaCCWa Support Volunteer                      | DaC  |

## VOLUNTEER REVIEW 2015

- Heritage & Learning Resource Collection Assistant Volunteer CAV
- Local Policing Support Volunteer LPS
- Street Safe Project Volunteer SSP
- TRiM Volunteer
- Volunteer Driver VD
- Horse Watch HW

The following table provides a breakdown of volunteer roles, including numbers by LPA. The information has been provided by Police Volunteer Programme Coordinator.

LPA	Role	Numbers
Cornwall East	CCTV	12
	CPC	10
	CSW	58
	CWH	29
	LPS	2
	SSP	24
	VD	8
	<b>Total</b>	
Cornwall West	CPC	10
	CSW	31
	CWH	23
	VD	8
<b>Total</b>		<b>72</b>
Plymouth	CPC	7
	CSW	11
	CWH	6
	LPS	1
	VD	13
<b>Total</b>		<b>38</b>
South Devon	CPC	9
	CSW	43
	CWH	17
<b>Total</b>		<b>69</b>
North & West Devon	CSW	102
	CWH	10
	LPS	1
<b>Total</b>		<b>113</b>
Exeter, East & Mid Devon	CPC	3
	CSW	109
	CWH	1
<b>Total</b>		<b>113</b>
Heritage & Learning Resource	CAV	8
Horsewatch	HW	1
DaCCWA Support	DaC	2
<b>TOTAL OVERALL</b>		<b>559</b>

## VOLUNTEER REVIEW 2015

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**Volunteer hours recorded for 2013:** 14,056.5

Recording and accuracy of volunteer hours is discussed later in the “*Devon and Cornwall Police Experience*” section.

Information recorded via Agresso and provided by DCP Performance and Analysis, 25<sup>th</sup> February 2015 states the current number of Police Support Volunteers is 471. 251, 53.29% of volunteers are aged 65 years and over. 51.0% (n=240) are assigned to Devon – 37.1% female and 62.9% male. 41.6% (n=196) are assigned Cornwall & Isles of Scilly – 43.4% female and 56.6% male. 7.4% (n=35) are assigned to Plymouth – 42.9% female and 57.1% male.

Equalities data was attempted to be obtained. The Volunteer Review approached Local Policing and Partnerships department who signposted to Performance and Analysis, passed to People’s Services Resources and back to Local Policing and Partnerships. Although LPP stated the data was collected, between the three departments there was no ownership or mechanism to capture or keep an accurate record of this data.

From the information provided above there is a clear discrepancy in how data is collected and gathered. A dual entry system is currently in operation between LPP and People’s Service Centre – resourcing using two separate systems to input new volunteer data. This has caused a variance of 88 volunteers.

With regards to role profiles which are open to volunteers information needs to be updated within the Force Volunteer Policy and PVP intranet pages.

It is the view of the volunteer review that at this time it is not possible to provide an accurate baseline of volunteering within Devon and Cornwall Police.

### **RECOMMENDATION**

An up to date overview of PSV opportunities including hours contributed and equality data to have oversight by Local Policing and Partnerships to support planning for a diverse volunteer force. Volunteer Policy and PVP intranet pages to be updated to reflect all volunteering opportunities.

## **VOLUNTEER REVIEW 2015**

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### **Policies and Working Practices**

Devon and Cornwall Police host current policies, practices and role profiles linked to the PVP programme on Sharepoint. This information can be accessed by following the below link:

<http://intranet/bcudepts/LPP/TerrPol/NeighbourhoodPolUnit/VolunteerProg/Pages/homepage.aspx>

The following discusses information contained under tab headings:

PVP automated processes allows:

1. Police Officers / Police Staff to start to process a new volunteer application. Using this automated process allows applications to be tracked and is the official route to processing applications.
2. A link is provided for volunteers to complete an exit interview. The link no longer works and provides the user with an error message "access denied".

PVP calendar - there are no entries in the calendar or explanation of what this is to be used for. This could be utilised for training events, social activities for volunteers and volunteer awards.

### **PVP documents**

Volunteering Matters Folder – there are no publications found in this folder.

PVP Recruitment Processes – all information required to support the recruitment process can be found within this folder. There are useful step by step processes for volunteer support managers and people's services centre – resourcing. There is clear accountability for each step of the process. Volunteer eligibility criteria can also be found here.

PVP role profiles and information sheet – All role profiles which are listed within Force Volunteer Policy (Policy D-153) are located here. More recent role profiles e.g. Victims Care Unit volunteer are not yet listed.

PVP press releases – press releases to recruit Volunteer Drivers and Community Speedwatch.

PVP Trainers – three forms relating to the undertaking of confidentiality are located within this folder. The content does not reflect the folder heading and no explanation is given of how or when these documents should be used.

PVP Volunteers – Useful guidelines and documents are provided to enable volunteers to record timesheets, claim expenses and obtain a Force ID card.

PVP Support Managers – two folders are held under this heading. The first provides guidelines including Volunteer induction (part 2). This is for local Volunteer Support Managers to complete with the volunteer. Checklists and topics to cover to help familiarise the volunteer with the building, role and processes are found. Volunteer induction (part 1) is not held. Part 1 is the standard force induction delivered and is

## **VOLUNTEER REVIEW 2015**

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the responsibility of PVP coordinator to deliver. Useful examples of completed application forms are also found in this folder.

### **PVP Document NEW**

This heading mirrors the above PVP documents tab. The folders contained under PVP Document NEW are largely empty or duplicates information found in the PVP Document tab.

### **Useful Links**

A link is provided to the NPIA Police Support Volunteers webpage. The link no longer works.

### **Contact Us**

Contact details are provided for the Force Police Volunteer Programme Coordinator. In addition to this two general email addresses for Volunteer Recruitment and Volunteer Management are listed. Both general email addresses are administered by the PVP Coordinator. Contact details for PSC-resourcing (recruitment administrator are also contained).

### **PVP initial information**

This page provides a background to the Police Volunteer programme. It provides a useful starting point for anyone wishing to engage volunteers in their work.

### **PVP News**

The page is largely used as a way to communicate messages from the PVP Coordinator to Volunteer Support Managers. Updates are infrequent with the last post dated July 2014 to request nominations for the Community Volunteer awards.

### **Devon and Cornwall Police Volunteer Policy**

Devon and Cornwall Police has a current and up to date Volunteer Policy, "Policy D153" which was last updated 19.09.2014. The Policy is comprehensive in its approach. The policy covers all but one aspect specified in Volunteer England guidance "Get it Right from the Start, Volunteer Policies – the key to diverse volunteer involvement". The area which needs further consideration is diversity within volunteering.

Policy D153 is separate from and has separate processes to other HR related Force policies. However, Devon and Cornwall Police Grievance Policy D273 appears to cover practices for volunteers.

In summary, although there is currently some duplication in the information outlined above. This can be easily resolved. The Force Volunteer Policy and associated procedures discussed provides a sound basis for supporting volunteers within Devon and Cornwall Police. The use of these procedures is discussed later in this document particularly in relation to recruitment processes and its impact on data collection.



### **RECOMMENDATION**

Review the content of PVP programme pages on sharepoint, remove redundant links and duplicated information. Clarify which policy D153 or D273 will be the approach to addressing grievance procedures with volunteers.

## **Devon and Cornwall Police Experience**

To establish the landscape of experience within Devon and Cornwall Police a series of interviews and consultations were held. Specific questions were asked of key target groups including Police Officers, PVP Coordinator, Unions and Volunteers. A volunteer satisfaction survey was also held. The below section largely relates to insights and experiences of Police Officers, staff and unions. The volunteer experience will be discussed later. However, in some areas the volunteer experience cannot be completely removed from the discussion.

Five key areas were explored during interviews with Officers and staff. These covered attitudes, volunteer contribution, leadership, management and training.

### **Attitudes**

To establish the appetite for volunteering within Devon and Cornwall Police interviews were held with Officer at the following ranks:

- Chief Superintendent
- Chief Inspectors Local Policing
- Sector Inspector
- Sergeant
- Neighbourhood Team Leader's
- Police Constable

In addition Police Volunteer Programme Manager and Union representative were interviewed.

### ***Should volunteers be involved in the work of the police?***

In general Police Officers are positive about the use of volunteers in the work of the police. An overriding reason for engaging volunteers is for economic reasons and the need to reduce costs across the force. The broader skills volunteers can bring to an organisation are recognised. It was felt by all who were open to the possibility of engaging volunteers that a clear benefit is to bring police and communities closer together.

The response to this question was not always positive. There is anxiety over the use of volunteers and a perception in some cases that volunteers will be used to take over the role of police staff. Historically this has been a concern of police staff employed within a Police Enquiry Office role. More recently concern has been expressed within the force and to unions following statements made on SharePoint regarding the future of PCSO's. Concern is largely based on limited communication

## **VOLUNTEER REVIEW 2015**

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on what a volunteer is. Communications where volunteers are discussed is invariably in conjunction with budget reductions or changes to service delivery. Some officers confused volunteering with commissioning voluntary sector organisations to deliver police services.

### **RECOMMENDATION**

Develop a communication campaign which positively promotes the use of volunteers, what they are able to do, the benefits and real examples of where this is working well within the force.

### **Volunteer Contribution**

#### ***How are volunteers included in decision making within the organisation / who are changes within the force communicated to volunteers?***

Across the geographic areas engaged within this review all parties stated there were no formal mechanisms for engaging volunteers in decision making or communicating changes to them. In general it was felt that this would be achieved by the relationship between a Volunteer Support Manager and volunteer. Those who have access to police computers would gain information from sharepoint. However these were assumptions.

#### ***What are the current volunteering opportunities?***

Opportunities open to people wishing to volunteer with Devon and Cornwall Police are limited to Community Speedwatch or Neighbourhood Watch Co-ordinator. In some cases volunteers are involved in the Police Cadets scheme. In the majority of cases knowledge of volunteering opportunities is restricted to officers who possess direct line management responsibility for volunteers. In one area there was reluctance to recognise that volunteers who currently support CCTV are the responsibility of the police. These volunteers have been through Force Vetting scheme. One LPA was unaware that volunteers operate within their geography. Current figures suggest there are over 100 active volunteers.

Knowledge of volunteering is largely limited to Police Officers and PCSO's who work directly with volunteers. As Officers and Police Staff move from one role or geographic area there is no consistency in hand over.

### **RECOMMENDATION**

Consider developing a mechanism between LPA's and LPP for handover of volunteering responsibilities as staff and officers move on to new roles. Consider the need to include volunteer management and training in the job descriptions at various levels within the Force to increase awareness.

### ***What data do you gather from your volunteers?***

The most common data gathered is the number of hours volunteers contribute. This is collected by volunteers completing a paper form which Volunteer Support Managers authorise and send to the PVP Coordinator for processing. The accuracy of this data is inconsistent partly due to the collection mechanism, volunteers not completing timesheets on a monthly basis and lack of understanding of what the information would be used for. This information is not actively sought by Local Policing and Partnerships.

There is currently opportunity to collect equality data at the point of individuals completing volunteer application forms. However this opportunity is currently being missed. There is a lack of ownership of this information. The example outlined earlier in this document outlines the current situation. Three departments are involved efforts have been made to assign responsibility within, however this is not being supported.

Previously attempts were made to gather volunteer hours, time spent supporting volunteering by volunteer managers and equalities data. Monthly prompts were being sent from the PVP coordinator for returns. There was no marked increase in responses from the localities. This process stopped. Any data which is now collected is based on a relationship between volunteer, volunteer support manager and PVP Coordinator. A large part of this data being collected is due to the volunteer support manager recognising the importance of data collection and passion for supporting volunteers. Where these elements do not exist data is lacking.

### **RECOMMENDATION**

Simplify the data collection process. Explore the use of electronic systems such as duty hours to collect volunteer contribution.

### ***Do you seek feedback from volunteers?***

All officers questioned as part of this review stated there are no formal mechanisms for seeking feedback from volunteers. Where feedback is obtained, an informal approach is taken. Exit interviews for volunteers are not used.

### **RECOMMENDATION**

Instigate exit interviews and volunteer supervisions to gain relevant and timely feedback from volunteers to improve systems and volunteer experience.

## **VOLUNTEER REVIEW 2015**

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### **Leadership**

#### **Has force leadership provided guidance on what it wants to achieve by using volunteers?**

It is recognised that volunteering is a priority within the Police and Crime Plan. In addition to this officers acknowledge the use of volunteers is expressed within the Prevention and Community Based Services sections of the Force Strategy. All Officers wanted clearer direction on the who, how, what, where and when volunteers should be used in the force.

#### **Is volunteering built in to annual plans / BCU delivery plans?**

A positive example of taking a considered approach to the development of volunteering within Devon and Cornwall Police is evidenced by Plymouth and Devon writing actions to develop volunteering in to the BCU delivery plan for the year. However, there is inconsistency in how this is implemented. Some areas have stated this is not driven and there is a lack of resources to deliver volunteering. In other areas where it is built in to the BCU / neighbourhood plan, at a PC level there is a lack of awareness that this is a specific action. In general there are no performance measures in which to monitor progress.

### **Management**

#### **What resource is committed to developing volunteering?**

Within Local Policing and Partnerships a Police Volunteer Programme Manager is employed on a part time basis, approximately 26 hours per week. The role of PVP Coordinator is outlined as:

- maintaining an overview of the systems and co-ordination between the 3 main areas;
- developing and securing approval of new volunteer roles with relevant parties;
- assessing implications of new developments within Force, regionally and nationally;
- providing and maintaining relevant guidance on Sharepoint;
- providing and maintaining a library of form templates and role adverts on Sharepoint;
- maintaining an up to date Force policy/working practices
- responding to information requests from ACPO, HMIC, College of Policing, Police & Crime Commissioner and Senior Officers;
- providing initial training for PVP Support Managers;
- providing 'expert' point of contact for questions;
- evaluating programme and volunteer roles;
- holding PVP thank you events/conferences; and
- production of the Force PVP Newsletter.

Within the BCU's Plymouth has established a Citizens in Policing Officer. The Citizens in Policing Officer is the sole focus for volunteering in Plymouth. At the time of interviews it was felt that this individual would be the single point of contact for all volunteers and cadets in the Plymouth area. Discussions were being held to explore a layer or volunteer support beneath the Citizens in Policing Officer. This lower level of support would have more direct day to day contact with volunteers and manage

## VOLUNTEER REVIEW 2015

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volunteers based on themed groups e.g. speedwatch and neighbourhood watch. This is essentially the Volunteer Support Manager role.

South Devon including Torbay is currently developing their approach to volunteering. There are clear aims to build support for volunteers with a view to increase volunteers in time for summer 2015. The approach in Torbay is to establish a key contact for volunteering within the sectors. These contacts will then act as a coordinator for volunteering with Volunteer Support Managers in their area.

Other areas involved in this review do not have any resource committed to developing volunteers. Locally, volunteer support managers provide the sole support for developing / maintaining volunteers and are the main contact for the PVP coordinator.

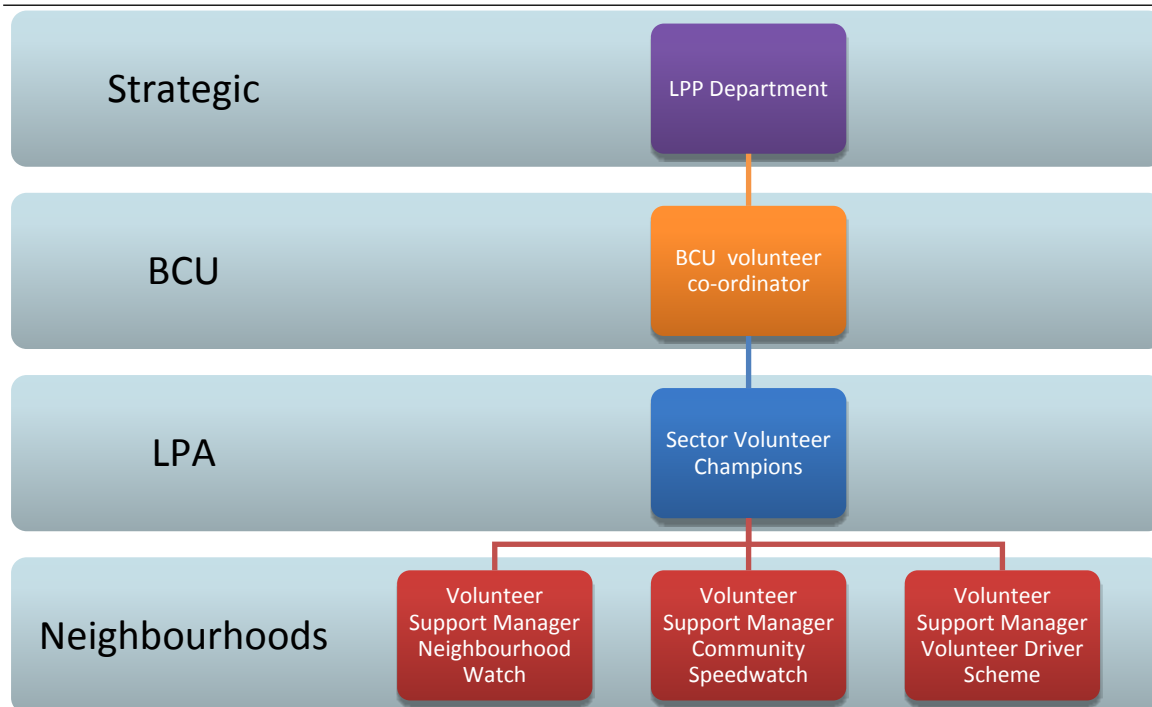
### **RECOMMENDATION:**

Explore the approach South Devon and Torbay is developing with regards support structures for volunteers. This model will provide greater resilience and sustainability to developing and maintaining volunteer programmes.

The below diagram provides an overview of a suggested volunteer management structure. The aim is to provide greater emphasis on the development of volunteering, provide a robust, consistent and sustainable approach to supporting and developing volunteering and provide local autonomy. The following:

- |                         |  |
|-------------------------|--|
| <b>Strategic</b>        | Responsible for strategy, policy, information, advice and guidance. Develops standard approaches for the creation of new schemes to be replicated. Establish and maintains standard processes for data collection and monitoring the impact of volunteering. Provides standard training to sector champions.   |
| <b>BCU Coordination</b> | Senior BCU Management, builds volunteering into BCU delivery plans. Assigns resources to develop volunteering in Sectors. Authorises schemes to be developed in Sectors.   |
| <b>Sector Champion</b>  | Establishes volunteering schemes in sector. Responsible for effective data collection and use of standard processes. Identifies new volunteering opportunities based on local need and works with LPP to bring into existence. Delivers induction training for new volunteers and volunteer support managers. Manages Volunteer Support Managers and provides escalation point for local issues. |
| <b>Neighbourhoods</b>   | Volunteer Support managers provide local management of volunteers, ensures good volunteering environment and schemes are effective.  |

## VOLUNTEER REVIEW 2015



### How do you recruit volunteers?

Volunteers are not being actively recruited. There has been concern that due to areas not having clearly defined volunteer management structures and concerns over recruitment processes an influx in volunteers could not be supported. It is feared there would be a negative impact on potential volunteers and the reputation of the organisation.

There is a standardised approach to recruiting volunteers. For the purposes of this report a simplified process is outlined below:

1. Police Officer (Volunteer Support Manager (VSM)) identifies need for a volunteer which sits within an existing volunteer scheme.
2. VSM, reads literature and step by step process found on PVP intranet page.
3. VSM is responsible for advertising role locally. PVP Coordinator will contact local volunteer centre as DCP has a central registration with Volunteer Centres. PVP Coordinator will support advertising opportunities of Force website.
4. VSM identifies potential volunteer collects the following information:
  - a. name
  - b. date of birth
  - c. address
5. Above information is submitted via an automated application process, PVP intranet page. An email is generated and sent to People's Service Centre – Resourcing and copied to email account VOLUNTEER MANAGEMENT (PVP coordinator has access to this).
6. People's Service Centre – resourcing sends an application form to the potential volunteer along with background information explaining volunteering in the context of the police.

## VOLUNTEER REVIEW 2015

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7. Application is completed, an informal discussion is held between VSM and volunteers to discuss role, suitability and collect evidence for vetting.
8. Paper based applications and photocopied evidence for vetting is sent to PSC-R. Scan to me copies are now being accepted.
9. PSC-R passes information to vetting and cc's VOLUNTEER MANAGEMENT in to email.
10. Once vetting is cleared PSC-R allocate an ID number. PSC-R input personal data on to agrid.
11. Admin Hub is notified and a volunteer HR file is created. Admin Hub takes information from application form, volunteer role, location of volunteering, FIMS information, support manager name on to a spreadsheet.
12. Admin hub produces a letter for Force ID card and request volunteer attend "clothing van" to gain ID.
13. VSM notified of successful application. Volunteer notified and start date arranged.

To undertake the above process there is a minimum of six individuals; volunteer, volunteer support manager, PVP coordinator, HR officer, vetting officer, admin officer. This also covers 5 departments; neighbourhoods policing, Local Policing and Partnerships (HQ), Admin Hub, People's Service Centre - resourcing and Force Vetting.

The above requires the process to begin by using the automated application process. This process allows the application to be tracked and has the potential to remove any blockages in the system. However, delays can happen if Officers attempt to recruit volunteers through the incorrect channels. Also due to the number of people / departments involved there is the possibility of delay.

### ***What has been your experience of recruitment processes?***

In general there is a lack of awareness of the recruitment process outlined above. Volunteers who have experienced the process first hand state the process / information which is required to make an application is simple. All parties feel the process takes too long. Suggestions of a 4 – 6 week process have been made by volunteers and officers interviewed as part of the review. It is felt that the process puts people off from developing volunteers. In some cases officers have been given the impression that new roles cannot be created. It should also be recognised that volunteers do not always provide all the information which is required and Volunteer Support Managers do not always submit applications at the earliest opportunity or through the correct mechanism.

A web page exists on sharepoint (discussed in the Policies and Working Practices section of this report), however this is difficult to find. A webpage exists on Devon and Cornwall Police website. There is limited information available. Types of volunteering roles are not advertised on this page and there is no method of contacting the police to discuss volunteering or gain further information. Recruitment and identification of new volunteers is largely achieved via word of mouth. The processes are not currently being promoted or widely advertised by the PVP coordinator or Local Police and Partnerships department. This is largely due to capacity within LPP. It is recognised within LPP and within the wider force in order to develop and progress the PVP programme additional resource is needed within

## **VOLUNTEER REVIEW 2015**

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this team. It must also be recognised that responsibility for developing volunteering should not be the sole responsibility of LPP department within Police HQ.

### **RECOMMENDATION**

In the short term raise awareness of the current processes for recruiting new volunteers. Use recruitment of volunteers within Torbay to test the current systems to clearly identify delays in the system.

### **RECOMMENDATION**

In the short to medium term assign responsibility for recruitment processes to People's Service Centre – resourcing. Existing People's Services recruitment processes can be utilised. This will streamline the process and minimise the number of people / departments involved.

### **RECOMMENDATION**

Explore the use of "Myself" page on sharepoint to track volunteers e.g. location, immediate line manager, volunteer role and contact details. The utilisation of standard process provides a more robust approach to the overall volunteer management system. Consider providing access and training to PVP Coordinator to have oversight of information on these systems.

### **RECOMMENDATION**

Make PVP Support pages on sharepoint more visible for interested parties to find.

### **RECOMMENDATION**

Develop Devon and Cornwall Police website:

1. Give prominence to volunteering web page.
2. Provide details of volunteering opportunities and role descriptions.
3. Provide contact details of named individuals for members of the public to gain information on volunteering locally.
4. Develop search function for the public to find volunteering opportunities by geographic areas.
5. Link recruitment of volunteers to DCP recruitment web page.

### **What happens if a volunteer behaves inappropriately and how do volunteers express concerns over their treatment?**

As discussed earlier in this document Policy D153 covers approaches to disciplinary and grievance procedures for volunteers. There were few people who have firsthand experience of dealing with disciplinary or grievance procedures. Officer interviewed were unaware of the procedures or what they contained. All provided a narrative of how they felt they would deal with situations. One officer based in Plymouth was able to provide a concrete example of where the disciplinary procedure had been used. The support provided by Local Policing and Partnerships had been extremely positive and feedback from the volunteer had been good with regards how sensitively the matter had been dealt with.



## **VOLUNTEER REVIEW 2015**

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### **Training**

Four questions were asked with regards to information provided to volunteers, volunteer induction, training for volunteers to succeed in their role and training to support volunteer managers.

During the application stage new volunteers are provided with information relating to volunteering within Devon and Cornwall Police and the role they are applying for. A standard Force volunteer induction has previously been delivered. Currently there is no scheduled induction training. This centrally held process has reduced / stopped due to difficulties co-ordinating the induction process within local areas. Feedback has been sought from the volunteers through the satisfaction survey and through interviews with volunteers. Volunteers value the induction training which is offered and delivered by the PVP coordinator. Feedback states the quality and usefulness of this training is high. Inductions are delivered locally which are developed by local volunteer support managers. Not all officers who induct volunteers are aware of processes which already exist.

Training is provided for volunteers who are part of the Community Watch Scheme. Training for volunteers is dependent on the role they perform. Those involved with cadets receive training in relation to child protection and safeguarding. Training is generally sourced by local volunteer support managers where they feel it is appropriate or where they can gain access. For the most part there does not appear to be a coordinated approach to training volunteers.

Local Policing and Partnerships PVP coordinator has developed a training package for Volunteer Support Managers. This provides Volunteer Support Managers with an understanding of their role, responsibilities, working practices and available support. Training has been previously delivered for VSM's. This training is currently not being delivered at the minute. Coordination of this training proves problematic due to capacity within LPP and ability to bring together enough VSM's in one training session to make this an effective use of staff time. The introduction of a Sector Volunteer Champion would improve this situation. This person could be empowered to deliver induction training and Volunteer Support Manager training. This would increase capacity, skills and flexibility within the training programme.

### **RECOMMENDATION**

Instigate a coordinated volunteer induction package at set times throughout the year.

### **RECOMMENDATION**

Consider the need for a coordinated approach to ongoing training for volunteers to succeed in their roles. Initially this may need to sit with Local Policing and Partnerships. In the medium term as volunteer management structures are developed this may be better situated at a BCU level with LPP overview.

### **RECOMMENDATION**

In the short term resume Volunteer Support Manager training. In the medium term instigate a Sector Volunteer Champion role whose role will include delivering Volunteer Support Manager and standard Force Induction training.

### **Volunteer Experience**

A volunteer satisfaction survey was created and delivered to gauge the views and experiences of Police Support Volunteer and Independent Custody Visitors. 64 volunteers participated in the online survey. A small number of volunteers engaged in telephone interviews to further explore their personal experience of volunteering with Devon and Cornwall Police. The result of the online survey are included in the appendix.

Police Support Volunteers give many years service to Devon and Cornwall Police. Based on consultation responses from this cohort the average number of years service is 3.75 years per person of which an average of 10.61 hours are donated per week. The most common number of volunteer hours per week is 2 hours (46.8%) and 3 hours (36.4%). The largest responses to number of year's service are 1 to 2 years (23.44%) and 2 to 3 years (18.75%). There are a small number of people 4.69% who have volunteered for 9+ years with 5.2% of respondents claiming to commit 80 hours and 120 hours per month.

West Cornwall and East and Mid Devon share the largest number percentage of volunteers both equalling 21.88%. Speedwatch is the most popular form of volunteering with 54.35% of responses. The second most common opportunity is Neighbourhood Watch Co-ordinator, 12.28%. Street Net and CCTV Operator received the lowest number of responses with 1.75%.

The experience of volunteers across Devon and Cornwall police is largely very positive. Volunteers feel the work valued in their work and that the activities they undertake is meaningful. Volunteers learn about volunteering with the Police predominantly by word of mouth either from existing volunteers or from friends, family or members of the police service.

Existing volunteers would recommend Devon and Cornwall Police as a place to volunteer.

When asked what would improve your volunteering experience suggestions included more formal and informal opportunities for training. Recruitment of volunteers was the main focus. The emphasis was more closely linked to the length of time associated with clearing the vetting process rather than the actual procedures.

### **Developing Volunteering**

One simple consistent question was asked of all participants who engaged in the Volunteer Review process

“What potential new roles do you feel would benefit Devon and Cornwall Police?”

## **VOLUNTEER REVIEW 2015**

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The following is a list of potential new roles to be explored within Devon and Cornwall Police:

1. Volunteer interpreter
2. Volunteers to support Police Information Centres at local country shows / village fetes.
3. Opportunities to help prevention / detection of wildlife related crimes.
4. Volunteers to support roads policing officers.
5. Re-introduce Street Warden schemes
6. Volunteers to update local website
7. Volunteer welfare officer to support victims of crime
8. Volunteers to undertake face to face public consultations.
9. Victims care – call back service to victims of crime.
10. Weekend courts results liaison volunteer
11. Expand volunteer driver scheme
12. Volunteer car cleaner / kit checker
13. Volunteer coordinator role to coordinate volunteers within sector
14. Crime prevention volunteer (provide information to local community)

Initially Police Officers were unsure of where and how volunteers could be engaged. The list above is largely based on those areas who have already started to explore the possibilities of further developing volunteering. North Devon felt it would be useful to explore this issue during TIMS meetings. This would give an opportunity to understand particular demand areas and how a volunteer may be able to support this. During a telephone interview with an existing volunteer from Tor Point it was stated that Neighbourhood Watch have been invited to attend TIMS meetings to improve and further develop relationships with volunteers.

### **RECOMMENDATION**

Explore the potential for developing new role profiles for the above list of volunteering opportunities.

### **RECOMMENDATION**

Consider the need for Devon and Cornwall Police to undertake a systematic approach to review how volunteers may support local demand through Tactical Information Meetings.

## **Conclusion**

Devon and Cornwall Police has a committed group of volunteers who feel well supported by their local Volunteer Support Manager. This relationship is what makes volunteers continue to give their time to support both the police and ultimately their local community. The Volunteer Review set out to answer five key questions:

1. What is the current offer to volunteers across Devon and Cornwall Police?
2. Are current policies effective in supporting volunteers?
3. What is the volunteer experience?

## **VOLUNTEER REVIEW 2015**

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4. What is the existing appetite for volunteering at different levels within Devon and Cornwall Police?
5. What is the potential for further developing volunteering within Devon and Cornwall Police?

The current offer to volunteers is largely focused on a variety of watch schemes with limited numbers included in Police Cadets and other niche areas. The development of Police Volunteering has been progressed in areas where Police Officers can see the benefit of the wider community being involved in policing. Volunteering has been developed where there is a local desire rather than a blanket approach. There has not been a challenge to areas where there may be initial resistance. This has been done so with the best of intentions. However, this may have had a negative impact in the wider Force viewing volunteering as a Local Policing and Partnership issue. A lack of clear messaging from Devon and Cornwall Police leadership may also have inadvertently contributed to officers not seeing the development of volunteering as a priority.

Devon and Cornwall Police have the necessary policies and procedures in place to support an effective Police Volunteer Programme. However due to a lack of awareness the policies are not as effective as they should be. In areas there is some duplication of policies and dual entry of data which makes it hard to identify an accurate number of volunteers or provide any more detailed data to support performance. The Programme would benefit from using existing system for data collection rather than having separate stand alone systems.

The programme would benefit from People's Service Centre – resourcing and Performance and Analysis department from taking a more active role to lead on performance and recruitment. The initial challenge for Local Policing and Partnerships is to raise awareness of existing policies, procedures and practices. There is a need to make volunteering more visible and for the information to be more accessible. Training needs to be resumed to ensure a consistent standard is maintained. Whilst other central departments playing a greater role will provide more capacity the full potential of the Police Volunteer Programme will not be met if the level of resource within Local Policing and Partnerships is not increased.

There is an appetite for volunteering to be developed within Devon and Cornwall Police. Officers across the Force and at all levels want clear messaging from Force leadership about what wants to be achieved with volunteers. Strengthening existing schemes and exploring new opportunities identified through the Volunteer Review process will provide a good starting point. A clear message must be communicated for the need to develop a robust Volunteer Management Structure. This structure should encompass volunteer support managers but not rely solely on them.

## APPENDIX - RECOMMENDATIONS

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### RECOMMENDATION

An up to date overview of PSV opportunities including hours contributed and equality data to have oversight by Local Policing and Partnerships to support planning for a diverse volunteer force. Volunteer Policy and PVP intranet pages to be updated to reflect all volunteering opportunities.

### RECOMMENDATION

Review the content of PVP programme pages on sharepoint, remove redundant links and duplicated information. Clarify which policy D153 or D273 will be the approach to addressing grievance procedures with volunteers.

### RECOMMENDATION

Develop a communication campaign which positively promotes the use of volunteers, what they are able to do, the benefits and real examples of where this is working well within the force

### RECOMMENDATION

Consider developing a mechanism between LPA's and LPP for handover of volunteering responsibilities as staff and officers move on to new roles. Consider the need to include volunteer management and training in the job descriptions at various levels within the Force to increase awareness.

### RECOMMENDATION

Simplify the data collection process. Explore the use of electronic systems such as duty hours to collect volunteer contribution.

### RECOMMENDATION

Instigate exit interviews and volunteer supervisions to gain relevant and timely feedback from volunteers to improve systems and volunteer experience.

### RECOMMENDATION:

Explore the approach South Devon and Torbay is developing with regards support structures for volunteers. This model will provide greater resilience and sustainability to developing and maintaining volunteer programmes.

The below diagram provides an overview of a suggested volunteer management structure. The aim is to provide greater emphasis on the development of volunteering, provide a robust, consistent and sustainable approach to supporting and developing volunteering and provide local autonomy. The following:

#### **Strategic**

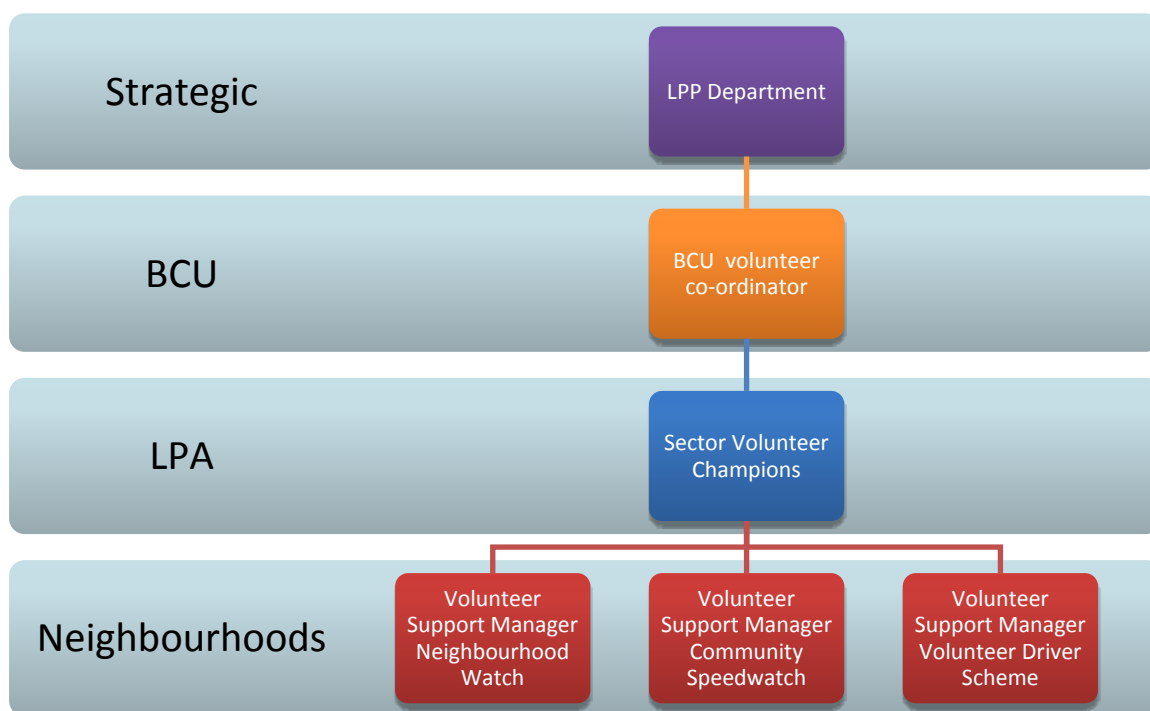
Responsible for strategy, policy, information, advice and guidance. Develops standard approaches for the creation of new schemes to be replicated. Establish and maintains standard processes for data collection and monitoring the impact of volunteering. Provides standard training to sector champions.

## APPENDIX - RECOMMENDATIONS

**BCU Coordination** Senior BCU Management, builds volunteering into BCU delivery plans. Assigns resources to develop volunteering in Sectors. Authorises schemes to be developed in Sectors.

**Sector Champion** Establishes volunteering schemes in sector. Responsible for effective data collection and use of standard processes. Identifies new volunteering opportunities based on local need and works with LPP to bring into existence. Delivers induction training for new volunteers and volunteer support managers. Manages Volunteer Support Managers and provides escalation point for local issues.

**Neighbourhoods** Volunteer Support managers provide local management of volunteers, ensures good volunteering environment and schemes are effective.



### RECOMMENDATION

In the short term raise awareness of the current processes for recruiting new volunteers. Use recruitment of volunteers within Torbay to test the current systems to clearly identify delays in the system.

### RECOMMENDATION

In the short to medium term assign responsibility for recruitment processes to People's Service Centre – resourcing. Existing People's Services recruitment processes can be utilised. This will streamline the process and minimise the number of people / departments involved.

## **APPENDIX - RECOMMENDATIONS**

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### **RECOMMENDATION**

Explore the use of “Myself” page on sharepoint to track volunteers e.g. location, immediate line manager, volunteer role and contact details. The utilisation of standard process provides a more robust approach to the overall volunteer management system. Consider providing access and training to PVP Coordinator to have oversight of information on these systems.

### **RECOMMENDATION**

Make PVP Support pages on sharepoint more visible for interested parties to find.

### **RECOMMENDATION**

Develop Devon and Cornwall Police website:

1. Give prominence to volunteering web page.
2. Provide details of volunteering opportunities and role descriptions.
3. Provide contact details of named individuals for members of the public to gain information on volunteering locally.
4. Develop search function for the public to find volunteering opportunities by geographic areas.
5. Link recruitment of volunteers to DCP recruitment web page.

### **RECOMMENDATION**

Instigate a coordinated volunteer induction package at set times throughout the year.

### **RECOMMENDATION**

Consider the need for a coordinated approach to ongoing training for volunteers to succeed in their roles. Initially this may need to sit with Local Policing and Partnerships. In the medium term as volunteer management structures are developed this may be better situated at a BCU level with LPP overview.

### **RECOMMENDATION**

In the short term resume Volunteer Support Manager training. In the medium term instigate a Sector Volunteer Champion role whose role will include delivering Volunteer Support Manager and standard Force Induction training.

### **RECOMMENDATION**

Explore the potential for developing new role profiles for the above list of volunteering opportunities.

### **RECOMMENDATION**

Consider the need for Devon and Cornwall Police to undertake a systematic approach to review how volunteers may support local demand through Tactical Information Meetings.

## APPENDIX – Online Consultation Responses

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### Number of responses 64

#### 1. How long have you volunteered with Devon and Cornwall Police?

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Less than 1 year	12.5%
1 to 2 years	23.44%
2 to 3 years	18.75%
3 to 4 years	14.06%
4 to 5 years	15.63%
5 to 6 years	4.69%
6 to 7 years	1.56%
7 to 8 years	3.13%
8 to 9 years	1.56%
9+ years	4.69%

*Average number of years 3.75 years per person.*

#### 2. In a typical month how many hours do you volunteer?

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1 hour	15.6%
2 hours	46.8%
3 hours	36.4%
4 hours	26%
5 hours	20.8%
7 hours	5.2%
8 hours	10.4%
9 hours	5.2%
10 hours	10.4%



## APPENDIX – Online Consultation Responses

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11 hours	5.2%
12 hours	10.4%
14 hours	5.2%
16 hours	10.4%
18 hours	5.2%
20 hours	10.4%
27 hours	5.2%
40 hours	5.2%
80 hours	5.2%
120 hours	5.2%

***Average hours per month 10.61***

### **3. Where do you volunteer?**

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North and West Devon	18.75%
East and Mid Devon inc Exeter	21.88%
South Devon inc Torbay	12.5%
Plymouth	15.63%
East Cornwall	9.38%
West Cornwall	21.88%

### **4. What role do you perform as a volunteer?**

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Independent Custody Visitor	15.79%
Speedwatch Volunteer	54.35%
Street Net Volunteer	1.75%

## **APPENDIX – Online Consultation Responses**

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NHW co-ordinator	12.28%
Cadet Leader	5.26%
Special Constabulary	1.57%
Volunteer Driver	2.85%
Vehicle checks / Vulnerable vehicle patrol	8.77%
CCTV operator	1.75%

### **5. How did you learn about volunteering with Devon and Cornwall Police?**

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Parish Council	10.64%
Press / Local newsletter	19.15%
Existing volunteer	29.78%
Police officer / PCSO	19.15%
Friends & family	21.27%

### **6. It was easy to become a volunteer with Devon and Cornwall Police?**

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Strongly disagree	12.5%
Disagree	17.19%
Neutral	10.94%
Agree	42.19%
Strongly agree	17.19%

### **7. Who is your current Police Support Volunteer Programme (PVP) Manager**

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Police Officer	40.63%
PCSO	28.13%
Police Staff member	17.19%
ICV Co-ordinator	14.06%

## APPENDIX – Online Consultation Responses

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### 8. I was given a clear induction which discussed the role, expectations of Devon and Cornwall Police, support available to me and what to do if I was unhappy with my experience

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Strongly disagree	10.94%
Disagree	4.69%
Neutral	7.81%
Agree	39.06%
Strongly agree	37.5%

### 9. How meaningful is the volunteer work you do for Devon and Cornwall Police?

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Extremely meaningful	43.75%
Very meaningful	37.50%
Moderately meaningful	15.63%
Slightly meaningful	1.56%
Not at all meaningful	1.56%

### 10. How easy was it to receive the required volunteer training at Devon and Cornwall Police?

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Extremely easy	21.88%
Very easy	35.94%
Moderately easy	21.88%
Slightly easy	3.13%
Not at all easy	17.19%

## APPENDIX – Online Consultation Responses

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### 11. How useful were the volunteer training sessions at Devon and Cornwall Police?

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Extremely useful	23.44%
Very useful	45.31%
Moderately useful	14.06%
Slightly useful	4.69%
Not at all useful	12.50%

### 12. How easy was it to get along with other volunteers at Devon and Cornwall Police?

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Extremely easy	48.44%
Very easy	42.19%
Moderately easy	3.13%
Slightly easy	1.56%
Not at all easy	4.69%

### 13. How easy was it to get on with staff and Police Officers at Devon and Cornwall Police?

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Extremely easy	51.56%
Very easy	34.38%
Moderately easy	9.38%
Slightly easy	1.56%
Not at all easy	3.13%

### 14. My skills are used effectively

## APPENDIX – Online Consultation Responses

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Strongly agree	25.00%
Agree	50.00%
Neutral	17.19%
Disagree	4.69%
Strongly disagree	3.13%

### 15. I feel appreciated in the role I perform

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Extremely appreciated	26.56%
Very appreciated	45.31%
Moderately appreciated	14.06%
Slightly appreciated	6.25%
Not at all appreciated	7.81%

### 16. Police Officer and staff encourage the involvement of volunteers in the work of Devon and Cornwall Police

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Strongly disagree	6.45%
Disagree	0.00%
Neutral	11.29%
Agree	50.00%
Strongly agree	25.81%
Don't know	6.45%

### 17. Overall, are you satisfied with your volunteer experience with Devon and Cornwall Police?

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Extremely satisfied	43.75%
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## APPENDIX – Online Consultation Responses

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Moderately satisfied	34.38%
Slightly satisfied	3.13%
Neither satisfied nor dissatisfied	7.81%
Slightly dissatisfied	4.69%
Moderately dissatisfied	1.56%
Extremely dissatisfied	4.69%

### 18. How likely are you to continue volunteering at Devon and Cornwall Police?

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Extremely likely	48.44%
Very likely	31.25%
Moderately likely	7.81%
Slightly likely	6.25%
Not all all likely	6.25%

### 19. How likely is it that you would recommend Devon and Cornwall Police as a place to volunteer to a friend or a colleague?

---

Extremely likely	34.38%
Very likely	31.25%
Moderately likely	12.50%
Slightly likely	10.94%
Not at all likely	10.94%

### 20. Is there anything we could do to improve the volunteering experience?

#### TRAINING

Improve/formalise training a bit.

## APPENDIX – Online Consultation Responses

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Arrange for local groups to get together on an informal basis to share experiences

Nothing comes to mind, however I do feel some intimidation when on site conducting a speed watch session, some drivers can be visually aggressive.

Some formal training instead of just informal on the job training with existing volunteers would have been useful.

Offer more training programme and perhaps offer more volunteering roles to us!

A training session giving the Volunteer a better understanding of the overall duties that are undertaken by our police force?

More training on different aspects of the role

Improve training for Police Staff to understand my role & duties

### RECRUITMENT / PROCESSES

I am extremely disappointed in having put myself forward it took many months for my application to be processed. I'm sure our local PCSO shared this disappointment but cannot quote on their behalf.

ENSURE ADMIN EG ID CARDS EFFICIENTLY CARRIED OUT

Speed up the process - it took almost 12 months!

My DBS expired with D&C Police in April 2014. I filled out the relevant forms to have this renewed in March 2014. I have yet to hear anything back despite chasing them numerous times.

My experience and that of my colleagues has been very poor. The concept of volunteering requires a rapid capture and adoption of the enthusiasm motivating volunteers. Lost applications, poor reception, failure to renew, etc. etc.

Speed up the process, and make it easier to complete the necessary steps to becoming an effective volunteer.

As Newquay are short of volunteers due to work commitment or other things, we could do with more volunteers to cover.

Yes recruitment is the antithesis of messages of valuing volunteers - we have to wait far too long for new volunteers to be processed- the problem lies with HQ not locally - the result of this is existing volunteers end up doing more hours than they would wish to do and we lose prospective volunteers because they give up & offer their services elsewhere. also completing this questionnaire assumes the volunteer has access to a computer and a programme that opens doc.x documents I don't so emailed back to say this but haven't received any reply so I'm completing this on police admin computer.

## APPENDIX – Online Consultation Responses

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The induction of new recruits takes too long. We have lost local volunteers because the process drags on for months and good people lose interest because they think Devon and Cornwall Police don't actually care. I met a Police Officer who I was led to believe was closely connected with volunteer staff recruiting and management, who assured me that he had identified the blockage in the system that caused huge delays in the volunteer paper work processing. It would appear that he has been unable to clear the blockage.

Expenses need to be paid quicker. Better communication between Police/NHW. We do require internet connection in Support Office at Bideford Police Station. Vetting of NHW Co-ordinators given priority.

Improve your administration and make it more efficient and quicker for volunteers to join. It would also be helpful if the Police Commissioners office answered emails

The application administration process could be very much quicker

Improve administration, for example Issue badges on time - my replacement is months overdue!

What do you think it was a waste of my time to even think about it.

Speed up the process for the acceptance of volunteers

Recruitment drives at shows or supermarkets

Advertising

We question the current efficiency of the PVP unit and ease of ordering Police stationery ex. Middlemoor.

### DEPLOYMENT / USE OF VOLUNTEERS

More meaningful duties could be provided. I have always felt that volunteers are seen as a necessary encumbrance forced on the local force who don't really have a role for volunteers

Would like to be given more opportunities to undertake different tasks

Bring your speed watch data input software up to date

Advertise more opportunities where volunteers would be helpful

Find a way to increase the take up of the volunteer driver program by the officers and staff so that we could spend less time waiting with nothing to do

We need more volunteers

Improved speed gun



## APPENDIX – Online Consultation Responses

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More volunteers to provide a five days per week coverage at Torpoint.

We have a local problem in that our area of Speedwatch is Braunton and the Police Station at Braunton is closed so access for equipment, processing results, generating letters has to be well organised.

Better and more consistent outreach to NHW coordinators

### VALUING VOLUNTEERS

Place more importance on Speedwatch and supporting it and your volunteers

Show some interest in your volunteers and support them in their aims.

Its not exactly an 'improvement', but it would be a nice gesture if a budget could be found to cover the cost of the volunteers' Christmas lunch.

More feed back as to the use of the service that we provide.

Find ways to help the support officers spend more time helping / supporting the volunteers. Because our group covers a very wide area it is difficult to get commitment from the group to undertake speedwatch duties not on his or her doorstep.

Possibly encourage more interaction in social events with police staff both sporting daytime events such as fun runs, field events etc or social evening events. online information about such events could be

### MESSAGES OF SUPPORT

I can't fault the training or support, I just need more time and better personal commitment to get on with putting more hours in.

Maintain the existing PVP Manager role

I really enjoy feeling part of a team and know my efforts are appreciated, I can't see how you can improve on that.

The local police team at Liskeard are very supportive and address and solve any difficulties / problems that are drawn to their attention

### 21. What new volunteering opportunities would you like to see developed in Devon and Cornwall Police?

More leadership from the Police

## APPENDIX – Online Consultation Responses

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To make volunteering recruitment successful is the first hurdle, other opportunities can then be explored.

Get a grip of the current programme before you develop something you are unable to manage properly. I am volunteer 60256 Tom Clague, I only add this as I never offer an opinion without putting my name to it.

Before you look for new volunteering opportunities, you have to improve your administration and the speed in which volunteers are approved before you look at new opportunities. The current system is putting volunteers off

We have been asked to consider extra duty opportunities which they do not materialise, e.g. monitoring ASB offenders

More options for special constables to get involved in regulars training and more that we are allowed to do

None. Unless you can guarantee support.

Perhaps using volunteers, who have language skills, to help explain and talk to people in their own language who have become involved with the Police for whatever reason.

Use Volunteers when manning Police information centres at local markets and shows?

Admin work, supporting police where appropriate in certain situations

Using photographic evidence of cars parked in KEEP CLEAR area especially in Winkleigh. It is no problem for me to e-mail this evidence and would gladly take the job on.

Anything really or help out officers on their duties or events, Information centres staffed by volunteers where police stations have been closed.(eg Tavistock) Perhaps in shops or other high footfall areas.

More observations with Regular Police officers. Insight into roles within the volunteering programme. Helping the communities in whatever way we can not only in Cornwall but through out all of the south west!

Opportunities to help prevention / detection of wildlife related crimes.  
More encouragement for younger people. More Police/NHW interaction.

Citizen arrest authority for minor offences ie litter dropping, dog fouling

Assist Road Policing officers

I think Police do a great job, I would like to see advertisements for any area(s) that need volunteers.

## APPENDIX – Online Consultation Responses

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Maybe a brief regular newsletter/info sheet of other opportunities there were in the relevant area.

Explore other avenues where we could be more productive in assisting the Police Opportunity to do more things

I was involved with Street Warden scheme some time ago, which despite grand launching and provision of lots of expensive folders, brochures etc was soon terminated. It was very useful as it utilised communication between various sectors of Police, Council, etc at higher management levels to help address local issues and problems dealt with by the Street Wardens. A resurrection of this would be helpful as I addressed several issues regarding footpaths, getting a bus shelter installed etc.  
Volunteer drivers

Personally because I am in the middle of joining the Force ( The Specials Constabulary) I would like to see more information on the Observing Role or possibly shadowing the Police Officers within the office environment as well as on Response. I guess I am particularly interested in this because I want to join the Force but I think others would find this interesting too.