



**STRATEGIC POLICING AND CRIME BOARD  
18 September 2018**

**Cadets: Scaling up the scheme  
Standing Up for Young People through WMP Workforce  
Strategy**

**PURPOSE OF REPORT**

1. This report is to provide an update to the Strategic Police and Crime Board in response to the paper from the oPCC titled 'Cadets: Scaling up the scheme' concerned with the *standing up for young people* theme.
2. This paper will address the key points in the paper and detail the force's response to the new ambitions set out by the PCC.

**SCHEME OVERVIEW TO DATE**

**Update on scheme roll out to date since November 2016**

3. The SPCB paper titled 'standing up for young people through WMP workforce strategy' in March 2018 provided an overview of the progress that had been made with the cadet scheme to that point. Since then, two further units have opened in Coventry and Dudley.
4. The Cadet scheme launched in October 2017 after a 20 year absence of Cadets in West Midlands Police. This scheme is based on the Voluntary Police Cadets model and is aimed at 13 to 17 year olds. The focus of the scheme here is on supporting young people with their confidence and self-development, encouraging them to become responsible and active citizens, and developing links in the community.
5. There are 118 Cadets in the five units that are currently in operation. The gender breakdown is around 52% male, 48% female and ethnicity breakdown is around 72% BME. There are around 40 Cadet Leaders that are made up of a mix of police officer, staff and specials from a wide range of disciplines and with a wide variety of backgrounds and experience.
6. The initial units have been launched in collaboration with a school or schools in the location. There have been a number of advantages of this approach around cadet recruitment, safeguarding and welfare, access to facilities and local support. Where the school(s) are actively engaged with the unit and premise of the scheme, this has added value and we are seeking to maintain these positive relationships. In some cases, the school(s) are not engaged which has caused a number of challenges that unfortunately

have had a negative impact on the experience of the cadets. Where this is the case, we are working with the school(s) to understand and seek to either address the issues or find suitable alternative accommodation.

7. As discussed in the March 2018 paper, the success of the scheme is best tested through the feedback, experience and progression of the cadets. There are a number of anecdotal success stories of cadets who have developed their confidence, social skills, contribution to society and appreciation of the work of the police.
8. Throughout the year, the cadets have participated in a wide variety of activities on a weekly basis, including visits to a variety of force departments (e.g. abseiling at firearms), received talks and sessions on a range of topics (e.g. internet safety), team building, development and curriculum activities run by their cadet leaders, and community activities alongside local operational colleagues (e.g. property marking, crime prevention advice, visiting an old people's home). In addition, there was a launch event in November 2017 for the initial three units and an awards evening in June 2018. The awards evening was sponsored by Babcock International and saw a number of the cadets and leaders receive awards for their contribution, attitude and development during the year.
9. The cadet scheme received funding from the Building Blocks charity to run a range of activities over summer. This has taken the form of two days at the Ackers Adventure centre in Birmingham where the cadets participated in a range of outward bound activities and a whole scheme day at Tally Ho!

#### **Update on cadet recruitment, promotion and curriculum**

10. Recruitment for new cadets in the existing 5 units will commence at the start of the school autumn term. The approach to recruitment will mirror the approach taken already with these schools, working in partnership to ensure that the cadet places are offered to appropriate students. During the autumn term, we will be opening another three units (in Walsall, Wolverhampton and Solihull). Where these units are located in a school, the approach to cadet recruitment will follow the approach described above. Where the unit is located elsewhere, we'll develop an appropriate approach to cadet recruitment, which might involve an open application process alongside working in partnership with local agencies (e.g. local authority, schools panels, etc.) to ensure the scheme continues to attract a diverse selection of young people who will benefit from their participation in the scheme.

#### **Update on leader recruitment strategy within the context of the approach to volunteers**

11. The approach to cadet leader recruitment will take two forms. This is a police run scheme, so it is important that internal colleagues are part of its operation. On this basis, we will continue to seek volunteers from across the organisation to be cadet leaders. However, recognising current levels of demand on the force and some of the challenges existing internal leaders have experienced, we will be recruiting external volunteer cadet leaders who will be co-ordinated by the Citizens in Policing team. There are currently 7 external applicants who are going through the recruitment process ready to start in the autumn term. This approach will support a more sustainable model of delivery and bring some different experience and perspectives to the scheme.

#### **Update on governance arrangements**

12. As part of the implementation of a full Citizens in Policing governance structure, led by ACC Sarah Boycott, a dedicated Cadet Board will be established. Chief Superintendent Mike O'Hara will chair the board which will take strategic oversight of the operation and direction of the cadet scheme. The Citizens in Policing team will identify a set of metrics that can be used by the Cadets Board to monitor and review the progress and effectiveness of the cadet scheme. The first meeting of the board is in September 2018.

#### **Update on business engagement for sponsorship / sustainable funding**

13. There are a small number of existing relationships that have been built during the first year of the scheme that will be maintained and developed as the scheme grows and the management of the scheme is moved to the central Citizens in Policing team. These relationships with commercial organisations have been mostly around sponsorship of activities (such as the awards evening) or skills input. Longer term, there are opportunities to develop these relationships, for example, supporting cadets to move into apprenticeship opportunities or recruiting volunteer cadet leaders from these organisations.

#### **Update on opportunities for embedding the scheme within other POD activity e.g. volunteers, diversity and recruitment through PEQF**

14. Management of the cadet scheme will move to the Citizens in Policing team, which is based in the People & OD department, supported by the guidance and oversight of the Cadet Board. Part of the move to a new governance and management structure is a drive to ensure that the cadet units are more closely embedded into the connect and build work of the NPU's in which they are based. This will give the cadets a greater connection to our policing and community engagement agenda and will provide a greater insight into some of the force's policing challenges. As stated earlier, the scheme is intentionally not designed as a recruitment activity, however as the existing cadets get older (they were initially recruited at ages 13 and 14), there are greater opportunities for the scheme to explore career conversations, work experience options or apprenticeship options.

#### **Update on high level risk analysis**

15. Given the voluntary and broadly cost neutral nature of the cadet scheme, the greatest risk comes from the operational fragility of the model. For example, the leaders run the units based on their good will and in their own time. If this is withdrawn or the numbers diminish over time or there is an increase in operational demands on time available for volunteering, there is a potential impact of the resilience and sustainability of the scheme. Alongside an associated safeguarding and supervision risks of having too few leaders.
16. The location and arrangements around facilities also poses a potential risk on the same basis. The locations we are using, and are sourcing for future units, are given on the good will of the host school or organisation.

#### **Ambition 1: Increase the number of Cadet Units from 5 to 10**

17. We are committed to growing and continually developing the scheme, while also reflecting and learning from the experience of setting it up and running it for a year. This experience has underlined the importance of an engaged, accessible venue (or partner), sufficient cadet leaders who are enthusiastic, active and available and a close connection to the force (in the form of the local policing team).

18. We are taking steps to review, refresh, reinforce and build new relationships in relation to hosting the cadet units. Local NPU partnership teams are liaising with partners or prospective partners over the summer months to ensure that these relationships are in place.
19. The Citizens in Policing team are in consultation with existing cadet leaders to gauge their interest and support them to return as a cadet leader in the autumn term.
20. In autumn 2018 we will be taking steps to establish and launch three additional cadet units in Walsall, Wolverhampton and Solihull, which are the remaining NPUs without a cadet unit. Partnership teams in each of these NPUs are undertaking the preparatory work over the summer months so that we are ready to start recruiting new cadets near the start of the autumn academic term. For example, in Wolverhampton, we are liaising with the chair of the Police and Schools Panel, who is also the head of Kings School. In Solihull, we are exploring schools partnerships in the north of the borough, in line with our policing priority areas. In Walsall, we have had positive discussions with the Local Authority around use of the Civic Centre as a base for a cadet unit.
21. In spring 2019, we will address the establishment of two additional units (taking the number of units to ten), it is proposed that we will review the situation and success of existing and new units over the next six months, particularly considering demand from cadets or partners, supply of cadet leaders and access to suitable and supportive venues. Using this information, will enable a rationale based, data driven decision to understand where and how to expand the scheme. For example, a high demand from cadets, engaged and readily available leaders and venue might lead to a decision to increase the number of nights a cadet unit runs, rather than launch a new unit.

#### **Ambition 2: Increase numbers of cadets to 500 by May 2020**

22. A comprehensive approach has been identified by the Citizens in Policing team to support an increase in cadet numbers. Scaling up the cadet scheme is dependent on a number of key variables (demand from cadets, cadet leaders and venue availability). Increasing the number of cadets will be reliant on our ability to recruit additional internal and external cadet leaders.
23. We are taking steps to retain and recruit additional internal cadet leaders for the existing and new cadet units. We are also progressing with the recruitment of 7 external cadet leaders.
24. The plan for cadet leader recruitment is as follows;
  - Summer 2018 – focus on retention, support and engagement of existing leaders.
  - Autumn 2018 – recruitment of additional *internal* cadet leaders for existing units and three new units / recruitment of *external* cadet leaders.
  - Spring 2019 – recruitment of additional internal and external cadet leaders to support an additional two units or expansion of existing units.
25. The Cadet Governance board will monitor progress made to grow the number of leaders and availability of venues, provide further support, guidance and engagement by local management.

#### **Ambition 3: Develop a Junior Cadets scheme**

26. There are existing engagement activities led by neighbourhood teams who are working with young people through their local schools, including a successful Junior PCSO scheme. This provides a model that can be rolled out across the force delivering engagement with children at primary schools. It provides PCSOs/Police officers a constructive way to work in partnership with young people and their primary schools on a number of key community issues.
27. The Junior PCSO model is aimed at 8-11 year olds providing a number of weekly inputs, with the overall objectives to:
- reduce the dangers to children, parents and drivers in the area outside the school.
  - reduce and combat bullying in school.
  - reduce litter around the school and in the locality.
  - empower schools to take charge of specific local problems.
  - introduce the school to specific partners to aid these objectives.
  - reinforce and to work within the 'EVERY CHILD MATTERS' agenda – children should - Be Healthy; Stay Safe; Enjoy and Achieve; Make A Positive Contribution and Achieve Economic Well-Being.

### **Outline of the Junior PCSO Scheme**

28. Building on the Local Neighbourhood Teams existing relationships with their primary schools, the aim will be to extend the Junior PCSO initiatives across the force.
29. PCSO's will identify local primary schools to work with, paying particular attention to a safe working environment, e.g. the presence of parking restrictions at the location. In collaboration with the school the number of pupils to attend the scheme will be set (this can vary locally) and will depend on the availability of school staff to support Junior PCSOs. The targeted cohort will come from years 4, 5 & 6 with selection being one or several of the following:
- Apply for the role – write a letter, poem or draw a picture stating why they want to be a Junior PCSO.
  - Members of the school council.
  - Children who need a confidence boost or under-achieving pupils who may miss out on other interventions within school.

30. Junior PCSOs and school staff will attend inputs in the main during school time, run by PCSOs/Police officers. Junior PCSOs will wear their uniform when operational. This uniform will consist of a fluorescent tabard and black peaked cap with the Junior PCSO logo to the front. When operational, Junior PCSOs will wear their full uniform and will normally work in small groups with a Constable, a PCSO or a member of school staff.

### **Sustainability of the Junior PCSO Scheme**

31. The Junior PCSO programme will be run in the main by a PCSO and form part of the connect and build activity. The scheme will consist of six weeks (one hour session per week) with lesson plans developed for on-going use.
32. The Junior PCSOs will be in post for one year, however this will be at the schools discretion. Schools, following the 6 hour weekly sessions, can continue to run the

programme with lighter touch involvement from the PCSO's. The support of the oPCC in generating funding partners would enable additional summer activities to be instigated.

33. The school shall be responsible for funding the purchasing of uniforms for the programme (approximately £200 – for uniforms which are reusable year on year). However, consideration could be given to using the Active Citizens fund to enable a more sustainable roll out of the scheme.

### **Implementation of a Junior PCSO Scheme**

34. The scheme is already in place in Sandwell and can be rolled out across the other NPUs with the support of the Partnership teams. Training can be provided to PCSO's in continuous professional development events using the experience of PCSO's already delivering the schemes to support colleagues and pass on learning, best practice and course materials.

35. The aim will be to implement:

- 90 'Junior PCSO's' equating under to 9 schemes being delivered across WMP area based on 10 pupils per scheme per year.
- 240 'Junior PCSO's' in year 2, based equating to 3 primary schools in each LA area (6 in Birmingham).
- 480 'Junior PCSO's' in year 3 which would equate to 6 primary schools in each LA area (12 in Birmingham).

36. Early engagement will be needed by the NPU Commanders with Chief Executives and Directors of Education in each local authority area. It would be beneficial in generating interest and knowledge of the scheme if the oPCC could provide support through similar engagement.

### **FINANCIAL IMPLICATIONS**

37. There are no immediate financial implications associated with this report, however we are exploring sustainable funding opportunities for the Cadet scheme with the Force Executive, oPCC, partner organisations and charities. Similarly work will need to be taken forward to explore the funding of uniforms and additional summer activities for the Junior PCSOs.

### **NEXT STEPS**

38. The Board is now asked to note the contents of this report.

**Chris Thurley**  
**Assistant Director, People & Organisation Development**