

**Strategic Policing and Crime Board**

**Date of meeting 15<sup>th</sup> December 2020**

**Police and Crime Plan Priority: *Regular Item***

**Title: *Building a Modern Workforce – Cadets and Volunteers***

**Presented by: *ACC Mark Payne***

**Purpose of paper**

1. To provide an update of the Cadets and Volunteers activities of the Citizens in Policing Team.

**Background**

2. The Citizens in Policing (CiP) team are responsible for the cadet scheme and Police Support Volunteers within the West Midlands Police (WMP) force area. The team consists currently of a Citizens in Policing Manager, 4 members of staff and a full time student placement.
3. In November 2020 8 Cadet Youth Engagement Leaders were appointed as part of the CiP team to support the growth of Cadet Units within the police force area.
4. The CiP team are responsible for the delivery of the PCCs ambition to have a safe, expertly delivered cadet scheme with 500 cadet members by the end of his term of office.
5. The team are also responsible for the strategic direction of police support volunteers within WMP, including the delivery of the PCCs ambitions to increase volunteers operating within WMP.

6. To ensure a high level of safeguarding and policy compliance, and to ensure the cadet scheme operates within the UK youth safer spaces framework the Volunteer Police Cadets (VPC) are a national advisory body who are engaged with to ensure that implementation of exemplar practice regarding governance, recruitment, training and support of our cadet leaders.
7. The CiP team are currently exploring budgets to recruit additional staff to support the bold ambitions to create a cadet scheme that is spearheading excellent practice, and to embed police support volunteers within WMP.

## **CADETS**

8. There are currently 343 Cadets on roll and 22 applications pending. Projections show that WMP are on target to achieve the PCCs ambition of 500 cadets by May 2021. This will be achieved by engaging new and existing cadets in existing units and opening 2 new units within areas identified as <sup>1</sup>impact areas by WMP. 17 cadet units will support the creation of 510 spaces available for cadets enabling this target.
9. There are currently 8 new cadet youth engagement leaders working to realise the ambition to grow the cadet scheme to include 24 units in the financial year 21/22. There is close work with internal partnerships teams and crime statistical data to ensure cadet schemes are in the areas that create the most impact to reach the young people most in need of the cadet scheme.

### *Diversity Figures of Cadets and Leaders*

10. Figure 1 and 2 show the diversity and gender balance of WMP Cadets. Diversity data for Cadet Leaders has not been previously recorded but will be available in future reports.

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<sup>1</sup> Impact areas are geographical areas comprising of a few neighbourhoods where this is a disproportionate amount of crime, demand, deprivation and harm.

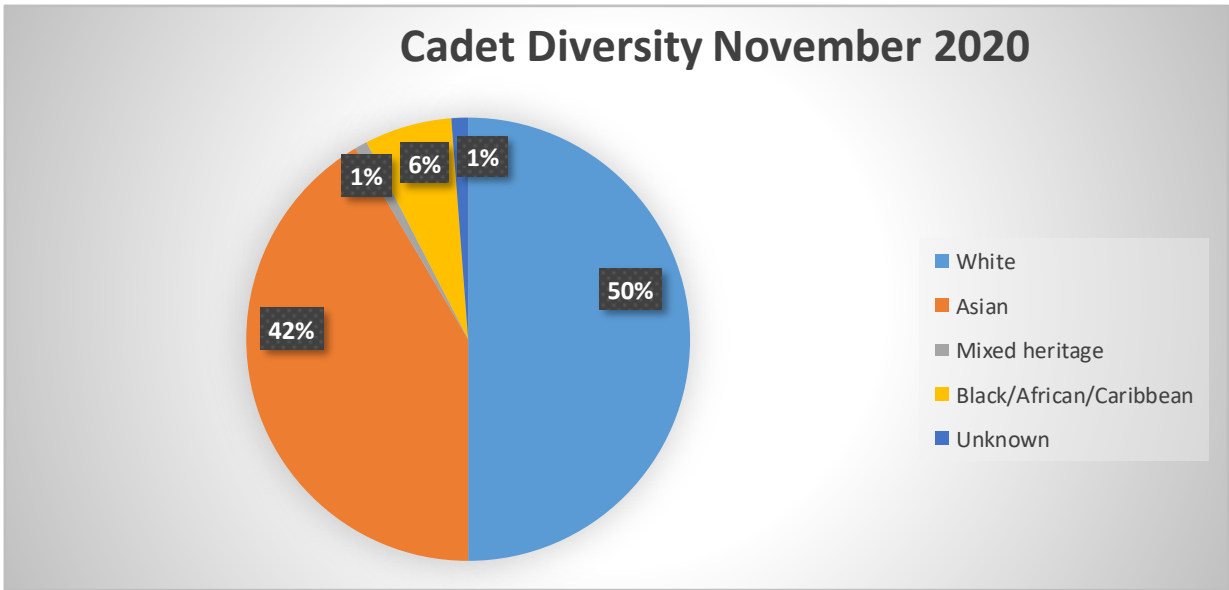


Figure 1 Cadet Diversity November 2020

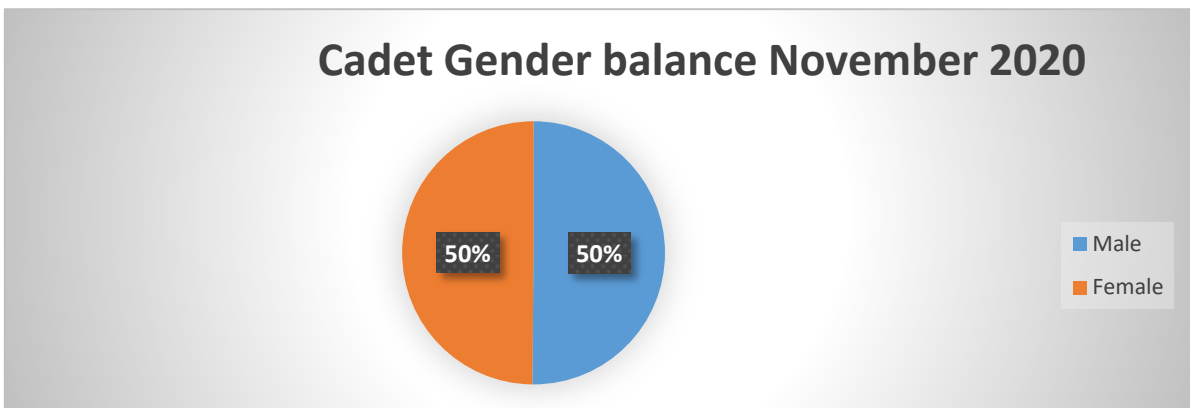


Figure 2 Cadet Gender balance November 2020

#### *Number of Cadets and Units*

11. Table 1 below shows the number of units, cadets and leaders assigned to each Unit. It also shows how many spaces, in line with current Safeguarding practices are vacant in each unit. Despite the impact of Covid-19, enquiries to join cadets are still being received and new cadets are being inducted and welcomed into units with 22 applications currently being processed.

12. Unit Name	NPU	Number of Cadets	Number of Leaders	Capacity
Washwood Heath	Birmingham East	29	7	1
Ark Boulton	Birmingham East	22	4	8
Queensbridge School	Birmingham East	17	2	13
The Lighthouse	Birmingham West	24	4	6
Bordesley Green Girls	Birmingham West	26	1	4
Newman University	Birmingham West	13	3	17
Barrs Hill	Coventry	29	3	1
Lyng Hall	Coventry	24	4	6
Sutton School	Dudley	29	5	1
Pedmore High School	Dudley	11	3	19
Grace Academy	Solihull	26	3	4
George Salter	Sandwell	22	6	8
Bristnall Hall	Sandwell	27	5	3
Blue Coat	Walsall	20	7	10
Kings School	Wolverhampton	24	7	6
Totals		343	64	107

*Table 1 Cadet Numbers for unit's cadets and leaders*

13. Referrals are encouraged from police staff and host schools are engaged with to undertake recruitment to fill all units to capacity. This recruitment will bring cadet numbers to 450 within existing units. The expected growth from 2 new units will enable the target to be easily achieved.

14. Being cognisant of the positive impact cadets can have on communities, the 8 cadet youth engagement leaders will work with partnership teams in Neighbourhood Policing Units (NPU's) to ensure we choose the right locations to open new cadet units. By using local crime data and specifically looking at Impact areas we will ensure we are offering cadets to young people most in need of support.
15. Local communities are engaged with to ensure they are connected to the cadet units and encouraged to participate as volunteers thus, encouraging active participation between cadets and the local community.
16. Covid-19 has offered an opportunity to test online delivery of the cadet scheme, allowing the team to consider the potential for digital delivery to new groups of young people who may be otherwise excluded from participation. The potential for working with external organisations to support the delivery of the cadet scheme remotely will be explored. This method also allows adults with mobility issues to consider active leadership roles supporting our cadet scheme to be fully inclusive and reflective of our local communities.

*Number of Cadet Leaders, outline of training offered, recruitment plans and any trends identified around retaining Cadet Leaders.*

17. There are currently 64 cadet leaders supported by 51 Police Community Support Officers (PCSOs) who have registered to support cadet units. There are 24 new applications for cadet leaders in progress. This offers a strong support network however, we recognise the need for resilience and will be recruiting more cadet leaders into the cadet units. There are a range of techniques that can utilise digital media to recruit internal and external volunteers into the cadet scheme. A recruitment drive will begin from mid-November for 3 months.
18. By working with the Volunteer Police Cadets we are currently able to offer exemplary and quality training in relation to many topics such as safeguarding and the curriculum to ensure our volunteers have the best quality training.
19. A review of the training offer for all cadet leaders alongside a survey has provided the opportunity to increase the training and support. A programme of training is being devised which will include areas such as: how to deliver a curriculum session; how to support cadets with the curriculum and how to

manage challenging behaviour. This training will be delivered in house and with subject matter experts.

20. Cadet units are intended to be firmly embedded within their communities. A recruitment strategy that encourages parents of cadets and the local community to engage in volunteer roles within the cadet units will be implemented. For example the administrative tasks or local networking could be delegated to adult volunteers who focus in just those tasks leaving Cadet Leaders to focus on the Cadets.
21. Together with external digital recruitment in target areas and internally targeted recruitment there is an aim to have sufficient volunteers to provide resilience in cadet units. The target is for each unit to have 10 cadet leaders working in a team to support delivery of the scheme to its young people.
22. There are currently 24 cadet leader applications being processed and external applications to be cadet leaders continue to be completed. However, external recruitment cannot be relied upon and a targeted recruitment strategy is being implemented. Instrumental in recruiting external volunteers will be the opportunity to see cadet units operate and to participate prior to agreeing to take on a role.
23. Working with host venues to hold open evenings and engaging with parents of Cadets will support in recruiting into the support roles and cadet leader roles within units.
24. A fresh recruitment strategy will see us advertising cadet leader roles on national websites such as [www.do-it.org](http://www.do-it.org) and also using social media and online technology to market vacant volunteer roles. Specialist volunteer recruitment website such as [www.reachvolunteering.org](http://www.reachvolunteering.org) will be employed to support recruitment of specialist governance roles.
25. Covid 19 makes any trends around retention of leaders difficult to identify as currently there are no face to face meetings and leader apathy could be related to Covid-19. However, exit interviews with cadet leaders who resigned over the last 12 months have shown that there are no trends and that there are many reasons for leaving the cadet leader role. Exit interviews will continue to be undertaken and data collated to ensure organisational learning is captured.

*Impact of Covid-19 on the current offer and the planned offer for 2021*

26. Restrictions on face to face meetings due to Covid-19 forced the cadet units to consider digital methods of delivery. Online meeting software allowed continued engagement with cadets and activities. During the summer a programme was implemented and is still offered, with over 100 cadets engaging in weekly sessions.
27. Currently no units are able to meet face to face due to advice from the National Youth Agency (NYA). The NYA advises youth providers on how to operate safely in relation to Covid-19. This advice is reviewed monthly by the executive lead, ACC Mark Payne, who has responsibility for the cadet scheme to ensure we adapt to advice appropriately and respond to cadet needs.
28. To mitigate against cadets leaving weekly digital sessions allow for engagement with the cadets and also individually to ensure they have access to equipment at home to access digital solutions. It is recognising that digital poverty is an issue and we will endeavour to work with our partners and understand what support is available as no cadet should miss out due to not having internet access or hardware.
29. There are currently 10 established units and 5 units that just started to meet when Covid-19 forced them to stop. The cadet commanders in these units are being supported by the cadet youth engagement leaders to engage with a weekly digital programme to restart the units and engage the cadets in a full weekly programme of activities.
30. Whilst recognising that the cadet's engagement in online digital delivery has been fluid, as not all cadets engage in the online programme at every session, this does not appear to be reflective of their interest in the cadet scheme. The engagement seen within digital sessions is reflected across the youth sector with young people reluctant at times to engage with digital activities and craving the normality of face to face sessions. When face to face meetings resume it is firmly expected that the cadets will be retained.
31. Preparation is ongoing for social distance to remain in 2021 which will allow to continue plans for engagement with cadets or new volunteer cadet leaders. Cadet Activities will be delivered digitally with a blended approach. Sessions online will be complimented by outdoor activity sessions, outdoor meetings and indoor meetings where these are allowed. It is expected that each cadet will

have access to the weekly sessions delivered by the CiP team with a focus on guest speakers of interest and also a weekly session delivered by the unit leaders with a focus on the curriculum with the cadets.

32. The third sector organisations will be engaged with by way of digital meetings to identify those young people who may not have access to cadets due to a number of reasons including: disability or home circumstances. The digital delivery of cadets provides an opportunity to engage them in cadets. Thus, allowing us to reach new young people we would not ordinarily have access to if cadets were delivered face to face.
33. Strong links have been forged with Building Blocks, which is an OPCC charity, and a simple one page application form devised. Cadet Leaders are encouraged to make applications for funding for resources or activities which support the curriculum and cadets are encouraged to participate by creating videos supporting the application.

#### *How the Cadets intend to engage with the Building Blocks Charity*

34. An event for all cadet units and leaders at the Black County Living Museum is being planned, this will see cadets undertake a treasure hunt within the museum. This can be undertaken in small groups in a socially distanced way as a celebration of returning to cadets in February 2021. An application to Building Blocks for financial support for this event will be submitted.
35. Cadets are encouraged to support community activities and Building Blocks will be integral in allowing them to achieve this aim by funding resources such as litter pickers to allow cadets to engage with the local community in active citizenship projects.
36. Cadets enjoyed volunteering and supporting their community prior to Covid-19, through digital methods and using resources cadets would still be able to engage with different groups of the community, for example care homes or hospitals. Funding from Building Blocks will be able to provide resources to support that engagement. For example; craft activity packs to be distributed alongside letters to long term hospital patients.
37. When young people are recruited who cannot access face to face meetings Building Blocks will be accessed to fund resources and craft packs that can be



delivered to the young people's homes to enable those young people to participate in activities.

## **VOLUNTEERS**

*Numbers of volunteers, nature of volunteering and diversity information.*

38. The number of volunteers who support West Midlands Police in a formal volunteering role are identified in Table 2. In December 2019 figures showed 102 volunteers so there has been a notable increase.

39. Department	Number of volunteers 2020	Number of volunteers 2019
Citizens in Policing	64	61
Local Offender Management Unit	0	3
Dog Unit	96	95
Economic Crime Unit	2	2
Forensic Services	4	2
Birmingham West NPU	3	4
Brass Band	24	31
Chaplaincy	98	91
Corporate Communications	1	1
Coventry Museum	4	5
Police Lock Up Museum	173	87
Restorative Justice	27	32
Walsall NPU	15	0
Sandwell NPU	5	0
<b>TOTAL</b>	<b>516</b>	<b>414</b>

*Table 2 Volunteer Roles*

40. Table 2 lists formal volunteering roles such as: cadet leaders, puppy walkers and fosterers, Chaplains and faith leaders, museum curators, visitor supervisors, intelligence volunteers as well as those who support directly within NPUs.

41. The diversity of our volunteers is not captured when they are recorded as volunteers, this will be recorded in future.

*Comparison between 2019 statistics and current*

42. There has been some movement in all areas as defined in the table 2. The vast majority of the growth in volunteering coming from the museum volunteers. There have also been local initiatives for example; Walsall Partnerships team has recruited a number of volunteers to support their work and further NPU's are evaluating how volunteers could support the work they do and what roles would be of most value.

*StreetWatch Volunteers*

43. StreetWatch is currently operating with 1,712 members and these are spread across 200 StreetWatch groups. Insurance is paid for as part of membership, which is periodically reviewed to ensure all the groups and members are actually active and the membership isn't being paid for unnecessarily.
44. The groups that are currently on the StreetWatch forum are active and all members are doing at least 2 hours patrols per month. Over the last 12 months a StreetWatch minimum service level offer has been introduced. Every group has a named Police Community support Officer (PCSO) who goes out with their group at least once a month. This ensures that every StreetWatch group gets focussed support and their contribution is valued.
45. Streetwatch continues to positively contribute to West Midlands Police and the community through the active contribution they have within communities. Members are a visible presence to help prevent crime and Anti-Social Behaviour and members get to know the communities they support and the people creating a real sense of community spirit and thus an increase in intelligence that wouldn't necessarily come into officers.
46. There are currently plans underway to up skill every StreetWatch member so they have first aid knowledge and understand how to sign post. There will also be some basic training on understanding signs of vulnerability, exploitation etc. Included within the training is "fix my street" which is an initiative which gives StreetWatch members the ability and support to report broken street lights, fly tipping, graffiti, etc. when they are walking around. This helps to prevent ASB and sustains the area.

#### *Impact of Covid-19 on current and planned activity*

47. Covid-19 has forced the use of digital conferencing and social media to recruit, induct and support volunteers. Volunteers are currently being trained and inducted into their roles remotely so they are kept engaged and interested. Further lockdown restrictions such as those imposed in March & November 2020 meant asking volunteers to abstain from their usual volunteer roles.
48. Opportunities to engage with new potential volunteers face to face has been eradicated with Covid-19 restrictions, so conferencing software will be used to promote online drop in sessions around volunteering and the potential roles that are available. These will be marketed using social media to a target audience dependent on the roles being recruited.
49. To ensure continued engagement for all volunteers, they will be invited to an online networking session which will be held monthly to ensure that volunteer's feel valued and engaged. The focus of each meeting will change with guest speakers, training sessions or subject matter experts leading discussions. The aim is to build cohesion within all volunteers and to maintain their interest in volunteering if they are prohibited for long periods from doing so by Covid-19 restrictions.

#### *Overview of activities currently undertaken*

50. Covid-19 has restricted awards events in 2020. Digital thank you cards and social media to thank our volunteers for their support are being used and International Volunteers day on 5<sup>th</sup> December will be celebrated to thank volunteers publicly. The WMP Corporate Communications department are supporting this and raising the profile of volunteering within WMP internally and externally with a focused recruitment campaign planned for January 2021 and at key points in 2021.
51. A force wide project, is being led to increase volunteers in impact areas. This will consider what roles and tasks volunteers could do that will most affect the communities and also support the local policing objectives. This may lead to many pilot initiatives to test the roles and their effectiveness before the most effective are rolled out across the force area.

52. Continued professional development (CPD) is equally as important for volunteers. New potential volunteer roles that will provide a pathway for CPD for volunteers are being researched, created and discussed with stakeholders with a view to utilising these new roles within the impact areas.
53. Investigations around the most appropriate method to record all volunteers comprehensively and to record volunteer hours in each area is progressing.

*Intentions relating to Commonwealth Games and City of Culture*

54. The CiP team are working with the City of Culture and Commonwealth Games to research potential roles volunteers could undertake that works collaboratively with the local authority offer and supports the community engagement that WMP strives to achieve.
55. New volunteer roles are currently being investigated and all stakeholders engaged. If fit for purpose these roles would be piloted during the City of Culture events and embedded within local policing in time for the Commonwealth Games.
56. Cadets will be encouraged to volunteer within both events to have a visible presence to signpost and welcome visitors and also to engage local communities with social action projects. For example, cadets could engage with young people in hospital digitally supporting arts projects in celebration of Coventry City of Culture or they could engage with residential care homes to offer table top Commonwealth Games activities to residents during the build up to the Games.

**FINANCIAL IMPLICATIONS**

57. The CiP budget is in the process of being reviewed and agreed for next financial year 2012-2022. This work reflects the assumption that Covid-19 restrictions will still be in place for much of the financial year and therefore many of the activities will be undertaken using digital media. The budget planning activity also reflects the expected growth in the cadet units with a request for an increase in expenditure for equipment, travel and training materials.

## **NEXT STEPS**

58. The board is asked to consider the contents of his paper.

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