



Home Office

**ESP**   
EMPLOYER SUPPORTED POLICING



# EMPLOYER SUPPORTED POLICING

## IMPACT REPORT 2019

### EXECUTIVE SUMMARY



*"We see the ESP Programme as an effective partnership between us as an employer, our people, and the Police Service to increase public safety and confidence.*

*This brings benefits not just to the employer, but also to the individual and the community that we serve.*

*I wholeheartedly encourage our employees to consider becoming Special Constables and support this with an additional 10 days employee volunteering leave per year."*



*Bernie Auguste*  
*Director Security & Resilience*



# **EMPLOYER SUPPORTED POLICING IS A PARTNERSHIP BENEFITTING EMPLOYERS, THEIR STAFF AND THE POLICE SERVICE BY RELEASING SPECIAL CONSTABLES AND POLICE SUPPORT VOLUNTEERS TO VOLUNTEER IN THE COMMUNITY THEY SERVE**

The Employer Supported Policing (ESP) Impact Report has been designed to inform Forces of the outcomes of the ESP Innovation Project set up under the Home Office Transformation Funding awarded in 2018. This report and the accompanying changes to the ESP Toolkit also offers support and guidance for Forces.

Employer Support Policing (ESP) is an effective partnership between employers, their staff, and the Police Service, devised to support Citizens in Policing in their voluntary duties, enabling them to increase public safety and confidence.

In 2017 Forces were invited to bid to deliver innovate projects relating to Citizens in Policing, and a bid was made to further develop Employer Supported Policing. The purpose of the project was to:

## **1. Innovate and test future models of ESP, including focus on:**

- Expanding ESP to more employers/volunteers
- Enhancing benefits for employers/volunteers
- Improving experience
- Widening the scope for Police Support Volunteers (PSVs) and Volunteer Police Cadets
- Enhancing recognition and communication

## **2. Further build the ESP evidence base**

A number of activities have taken place which includes:

- Analysing the ESP survey
- Focus Groups and interviews with ESP Special Constables
- A business event where there was a facilitated session with attendees focusing on the benefits of ESP from a business perspective, and interviews with a number of ESP employers
- Inception of the National Development Network Group to share ESP good practice throughout England & Wales
- Interviews with strategic stakeholders across Forces
- Collating case studies to support Forces with the progression of ESP
- Data analysis across the current ESP Programme nationally
- Updating of the ESP Guidance & Toolkit

# THE EXPANDING NATIONAL SCALE OF ESP

At the time of producing this report in March 2019, there were 280 organisations registered on DutySheet as being engaged in ESP: comprising of 40 Police Services, 104 other ESP-registered employers, and 136 organisations which engaged with ESP through their in-house policies rather than being formally signed up to ESP

	Number of ESP registered organisations	Number of total organisations engaged in ESP (including ESP registered and those with an in-house policy)	Number of Specials identified as employed by those ESP organisations
June 2018	95	240	1,349
August 2018	120	256	1,386
November 2018	134	263	1,376
December 2018	136	271	1,395
March 2019	144	280	1,376

The number of Police Support Volunteers engaged and supported through ESP remains much lower, with only 57 PSVs formally registered on Duty Sheet in March 2019. The ESP Scheme has grown largely framed around Special Constabulary roles, and as a result only approximately one in five ESP employers currently specifically reflect PSVs in their offer, albeit this figure in reality will be higher because many employer contexts are 'in house' volunteering policies which by default would embrace PSV roles in the same manner as Specials. As part of the wider national piloting work, Hertfordshire are piloting a small project to trial the engagement of non-Specials volunteers, to help develop learning for the future.



# ESP ACROSS DIFFERENT SECTORS OF THE ECONOMY

Comparatively well-represented sectors (but still with room for further growth)	Sectors with some emergent representation but still under-represented	Comparatively poorly represented sectors
<p>Policing</p> <p>Retail</p> <p>Banking &amp; other Financial Services</p> <p>Transport (airlines, rail)</p> <p>Telecommunications</p> <p>Utilities</p> <p>Media</p> <p>Central Government</p>	<p>Local Government</p> <p>Construction</p> <p>Engineering</p> <p>IT</p> <p>Vehicle Manufacturing</p> <p>Transport (local public transport, logistics)</p> <p>Fire Service</p>	<p>Health &amp; Social Care</p> <p>Education</p> <p>Agriculture, Forestry and Fishing, Veterinary</p> <p>Marine &amp; Shipping</p> <p>Mining &amp; Quarrying</p> <p>Accommodation, Hospitality, Food Services</p> <p>Tourism</p> <p>Manufacturing</p> <p>Real Estate &amp; Housing</p> <p>Sports and Recreation, Fitness</p> <p>Culture &amp; Arts</p> <p>Law</p> <p>(Other) Professional and Technical Services</p> <p>'Third Sector'</p>

# THE BENEFITS OF ESP

For Businesses...	For the Special Constabulary...
<p>Skills, experience and new perspectives brought back into the business</p> <p>Increases confidence of employees</p> <p>Enhances reputation and profile</p> <p>Contributes to morale and retention of employees</p> <p>Can help in employees progressing and seeking promotion at work</p>	<p>Increased participation, hours and confidence as a Special</p> <p>Contributes to retention</p> <p>Helps in work-life balance</p> <p>Helps Specials feel supported in what they do</p> <p>Able to volunteer at different times, often assisting in accessing training and other opportunities to develop as a Special Constable</p> <p>Particularly helpful in supporting longer-serving, 'career' Special Constables</p>

## CHALLENGES IN DELIVERING ESP

- **Communication**
- **Variation in Force 'buy in' and practice**
- **Balancing flexibility and consistency**
- **Better and more actively engaging employers**
- **Resourcing**
- **Regional and national coordination**

# PRIORITIES FOR THE FUTURE

Forces	Businesses	Specials
<p>A higher profile for ESP</p> <p>Expanding the concept beyond time off for Specials, to embrace a much wider range of volunteering enabled through ESP, (including PSVs and VPC leadership roles, and more generally wider models of volunteering)</p> <p>Clearer national commitment and leadership, with a strengthened regional and national model of coordination</p> <p>More resources to coordinate and develop ESP to its full potential</p>	<p>A higher profile for ESP, including a more professionalised approach to marketing and business engagement</p> <p>A more cohesive and coordinated approach across Forces nationally</p> <p>More developed models of partnering between businesses, organisations and the Police, enabled through ESP</p> <p>Greater differentiation and segmentation of the ESP 'offer' across different businesses and sectors</p>	<p>A higher profile for ESP</p> <p>Better communication, both of the ESP Scheme more broadly, and with individual Specials and Volunteers supported through ESP</p> <p>Greater consistency across Forces</p> <p>Better execution of ESP, particularly in relation to 'internal' ESP and consistently delivering on commitments</p>

# RECOMMENDATIONS

## EXPANDING THE ESP MODEL

- 1) The concept of ESP needs to be developed to engage much more with forms of volunteering beyond the Special Constabulary. Focus should be placed on developing ESP in respect of PSVs, VPC volunteer roles, OPCC volunteers, and the wider context of volunteering in policing. With imagination, the scope and impact of ESP could be much broader than it currently is.

## GROWTH OF ESP THROUGH STRONGER NATIONAL MODEL AND BRAND

- 2) ESP would benefit from a clearer and more defined model of national leadership, with a stronger national branding and marketing, a greater cohesion of programme, and stronger communication.
- 3) The 280 ESP employers currently engaged should be considered as a base from which significant further development can be achieved. This will require a more coordinated and sophisticated approach to marketing and business engagement, including an approach that is more nuanced towards engagement of particular sectors and organisations.
- 4) The resourcing of ESP needs to be better developed and organised. National employers seek the ability to be able to engage just once with a single point of contact that is able to represent the Police Service nationally on ESP, rather than having to field multiple engagements at local Police Force level. The resource available at local Force level is patchy. Consideration should be given to CiP Regional Coordinator roles to provide coordination and capacity in respect of ESP, and to help marshal the limited resources available in individual Forces within their regions.

## THE NEED FOR A NATIONAL VISION AND STRATEGY

- 5) ESP would benefit from a national strategy, setting out the long-term vision of policing to develop ESP, and the key strategic actions and milestones to deliver on that ambition.

## IMPROVING RECOGNITION OF ESP EMPLOYERS

- 6) A 'recognition programme' should be developed nationally for ESP employers.

## IMPROVING ESP FOR POLICE FORCE EMPLOYEES

- 7) 'Internal' ESP, where Forces provide support to their own employees who also volunteer in policing, needs to lead by example. Achieving a greater consistency of national model and standards in this would be beneficial. There is a need for stronger internal communication in many Force contexts, to enhance the awareness of ESP and to achieve greater internal 'buy in' for the rationale behind the Force supporting ESP.



# RECOMMENDATIONS

## DEVELOPING BROADER AND DEEPER PARTNERSHIPS WITH EMPLOYERS

- 8) Consideration should be given to how partnerships between the Police and employers could be further developed, seeing ESP as a core foundation upon which to build more developed relationships.

## DEVELOPING THE ONLINE PRESENCE OF ESP

- 9) A stronger online presence for ESP would be beneficial, to support the wider marketing and projection of the programme.

## BUILDING THE EVIDENCE

- 10) Further national trials of new approaches should be considered, to build on the foundations this work provides for an evidence-based approach to ESP, and to help to develop learning and an evidence-base for the future across Forces.



*Citizens*  
in policing