



# City of London

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## Volunteer Reserve



## 1. PROJECT SUMMARY

Develop and deliver a robust framework for the effective recruitment, retention and deployment of volunteers, creating a 'Volunteer Reserve' to support policing and engage communities in delivering public safety. This project seeks to test specific engagement activities to bring new people into volunteering in policing and to create a seamless and efficient approach to identifying skills and deploying volunteers in line with demand. By creating a 'think volunteer' culture, this project also intends to test management and communication models to improve the engagement and retention of volunteers in policing. Greater involvement of the Special Constabulary in the leadership and management of volunteers will be explored in this project.

*Framework to include for example:*

### External

- Interest and engage people and institutions in policing and volunteering
- Capture interest in volunteering, including skills, abilities and potential commitment
- Develop database of potential volunteers

### Internal

- Establish SPOC in each Directorate/Command for volunteers (ideally Special Constables)
- Engender awareness of volunteer capability "think volunteer"
- Advertise Volunteer Coordinator role

### Response

- Match requirement to appropriate volunteers
- Establish operational requirements, vetting and training
- Volunteer interviewed by Coordinator and complete 'volunteer readiness', including self-certification
- Volunteer inputted to DutySheet
- Introduce volunteer to SPOC

### Deployment

- Volunteer deployed in role and supervised operationally by the Command and personally by SPOC and Volunteer Coordinator
- Continual reassessment process;
  - o contribution and role assessment
  - o skills development
  - o volunteer feedback scores
- Four events each year for all volunteers to contribute towards
  - o Two operational events
  - o Two prevention/public messaging events – current issues, i.e. acid attacks, terrorism prevention etc.

### Retention

- Continual broadcasting of available opportunities

- Use of full Reserve in emergencies – fast response
- Regular briefings and updates
- Social events – e.g. Commissioner’s BBQ

## 2. KEY DELIVERABLES

This ambitious project involves several key deliverables which will contribute to the national evidence-base and library of materials:

- ‘Volunteer Reserve’ Framework
- Role profile and job description for Special Constabulary Leadership, Volunteer Coordinator, and SPOCs across departments
- A ‘partnerships matrix’ and police volunteering communication plan
- New policies will be created and tested, including; volunteer expenses, health and safety self-certification; vetting; disciplinarys
- Volunteer management model

## 3. PROJECT RESOURCING/TEAM/COSTINGS

City of London project management:

- Special Constabulary Chief Officer James Phipson  
[James.Phipson@city-of-london.pnn.police.uk](mailto:James.Phipson@city-of-london.pnn.police.uk)
- Specials Superintendents

Transformation Fund input (£25,000)

- Fulltime Volunteer Reserve Coordinator
- DutySheet licence
- Marketing design and materials
- Equipment and materials

Evaluation plan (£10,000)

- IPSCJ Team includes Dr Laura Knight, Dr Iain Britton and Dr Berni Doran
- Quantitative and qualitative assessment of the implementation and outcomes of the overall Volunteer Reserve Framework and key aspects within it

## 4. TIMELINE

November 2017 – February 2018

- Recruitment of Volunteer Reserve Coordinator
- Detailed proposal to Senior Management Board (early Dec)
- Production of framework and associated matrices, models, databases and templates
- Production of policies
- Recruitment of SPOCs

#### March 2018

- Launch of new framework
- Awareness and engagement activities delivered internally
- Volunteer Coordinator starts in role
- Test runs of community engagement events
- Test runs of process with existing volunteers
- Videos of volunteer participation

#### June 2018

- First phase of community/business engagement events

#### September 2018

- First volunteers engaged, recruited into roles, trained and deployed
- Review of whole process, including continual assessment processes

#### November 2018 – February 2019

- Data collection for evaluation, including qualitative and quantitative measures

#### March 2019

- Evaluation report write up

## 5. EVALUATION PLAN

The evaluation plan will be developed in detail during the initial design phase of the Volunteer Reserve Framework. A 'process' and 'outcome' evaluation will be undertaken, ensuring learning is captured about how the implementation of the new models of working were delivered in practice, and the impact is measured against key outcomes.

Based on initial discussion, this pilot is seeking to achieve:

- An agile reserve of volunteers which provide skills needed by policing and deploys those skills in line with demands for policing and public safety interventions
- Improved skills and competence, tailored to specific roles, raising credibility and respect for volunteers in policing
- Increased and improved voluntary contribution to specialist areas of policing

- Improved volunteer experience, motivation, personal and professional development and wellbeing
- Improved retention of Specials and volunteers
- Leadership and management skills development amongst the Special Constabulary

## 6. PRODUCT

This project will provide the following products to the national library and evidence-base for citizens in policing:

- A Volunteer Reserve Framework and toolkit for implementation
- A model for management of volunteers
- A model for volunteer recruitment and engagement
- An evaluation report