The National Citizens in Policing Case Studies Project

Phase two report

Examples of interesting and innovative practice

September 2018

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Foreword

As the new NPCC - Citizens in Policing portfolio lead I am pleased to showcase the second part of the CiP Case Studies Project.

Forming part of the national CiP strategy, work is ongoing with a focus on identifying and sharing good practice across forces. A key driver is to ensure that the CiP programme continues to adapt and grow with the changing type of demand, complexities and challenges being seen across the policing service.

The first case study document produced highlighted some excellent initiatives in place across forces in respect of how they are utilising their Specials and PSVs, focussing on the skill sets brought to specific roles. This version incorporates case studies collated over the past year, building upon the 2017 document, providing new content. These case studies have been nominated and recognised at the prestigious Lord Ferrers Awards, and it is a pleasure to share these.

Following on from the recent benchmarking exercise, we now have a better idea of the spectrum of roles performed by volunteers, showing that there are a variety of new, interesting and innovative roles emerging in more specialist areas. Volunteers are a valuable resource in providing skills and support to enhance capacity and capability in dealing with current, emerging and future demand.

I am hopeful that the case studies seen in this document will be of great value to forces as examples of good practice that can be shared and replicated where the need is identified in support of policing objectives.

Chief Constable Lisa Winward
NPCC - CiP Portfolio Lead
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Cyber Specials and Cyber Volunteers (CSCV) programme

Force
Hampshire Constabulary

2017 PSVs and Specials

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Purpose
CSCV was developed by CO Tom Haye and supported by ACC Richard Berry; it was an initial collaboration between Hampshire and Gloucestershire. Tom is a Specials Chief Officer for Hampshire and the national lead for CSCV/ Richard is the NPCC lead for Communications Data and CSCV SRO. Hampshire Constabulary is the lead force for CSCV.

Background
In Hampshire, the focus was on building a toolkit and testing the introduction and use of IT specialists as volunteers so that the CSCV model could be shared with other forces. The Prime Minister, when she was Home Secretary visited Hampshire and launched the pilot officially. The Hampshire work formed the basis for the present programme to build a national CSCV network. The Gloucestershire contribution was to recruit volunteers to develop capabilities in a secure physical and electronic environment. A number for the ‘Cheltenham footprint’ serve as local Specials and Volunteers, including some ‘high end’ coders. This project reported into the Hampshire CSCV pilot.

Objectives
National Crime Operations Coordination Committee supported CSCV in September 2017 and brought the governance into this national board. The CSCV programme has the following objectives:

1. Deploy CSCV in every UK Police force with a core team managed by trained Special Constables and Police Volunteers.
2. Carry out a detailed skills audit in each force or agency of expertise amongst existing staff and volunteers.
3. Create a national Red Team (NPRT) to support regional (ROCU) and national challenges through the deployment of tactical advisors.
4. Create a national project management collaboration tool to allow each agency or force to share content, good practice, experience and new methods of managing IT / Cyber volunteers with other forces or government agency.
5. Create a national skills database via the national DutySheet system, enabling local, regional and national skill searches by the entire law enforcement community and create a system to allow fast access to skills either virtually or physically.
6. Create a national software collaboration and development platform to allow CSCV specialists to create and develop software applications, scripts and code, using industry standard processes and procedures.
7. Establish a national software (code) repository for CSCV members to trial and share software developed in-force across multiple environments.
8. Join the ACE/Vivace APP development programme to support capability across law-enforcement.
9. Recruit a minimal of 100 CSCV officers nationally by the end of 2018 and 200 by the end of 2019
10. Carry out short and fast innovation projects jointly with the NPCC DeXI (Digital Exploitation and Innovation) programme – Led by Prof. Bryan Edwards from STFC.
The industry is now in an arms race with professional criminal gangs and state entities with sophisticated tradecraft. The twenty-first century cyber-criminal is a ruthless and efficient entrepreneur, supported by a highly developed and rapidly evolving black market.

Cyber Specials and Cyber Volunteers are the core of the digital community with high levels of technical expertise joining policing in their fight against cybercrime. The resulting ‘cyber special’ and ‘cyber volunteer’ (CSCV) programme has been recognised as a significant opportunity to augment police capability against the growing threat from cybercrime.

CSCV’s are now deployed within the digital investigations teams in a number of UK police forces. Furthermore, adoption of the programme as good practice is being driven through national bodies such as the Home Office Cyber Crime Policy Unit and the National Crime Operations Coordination Committee. Now with joint policing and government oversight, CSCV is delivering new capability that is bridging the gap between the police and the evolving cyber-criminal.

CSCV:
- Prevents crime and victimisation.
- Provides a better service to the public, especially the most vulnerable.
- Increases policing effectiveness, efficiency and legitimacy in a digital reliant society.
- Develops partnerships with industry, academia and other sectors.

CSCV at force level is managed by existing Special Managers (Special Inspectors) and small teams are being set up across the forces that have joined the programme. Each force joining the programme follows the Hampshire Constabulary created CSCV toolkit to introduce their own version of the programme.

At force level, cyber volunteers upon whom we are placing expectation to perform, need to be supported and equipped appropriately. We owe it to them, following initial recruitment, to cut through delays and barriers in order to give them the IT tools they need to do the job we are asking of them and to afford them the best chance of success. Cutting through bureaucracy to get the volunteers integrated and equipped rapidly is important in maintaining their initial commitment and motivation. Furthermore, active co-ordination and engagement with the police organisation and with individual officers and staff ‘hosting’ a CSCV deployment is so important in terms of addressing the culture and ensuring the volunteer experience is a welcoming and positive one.

Equally, it should be acknowledged and understood that our volunteers, are volunteers. They have busy and demanding professional and personal lives and each will differ in what they can give and when they may or may not be available to support police. Understanding this is important in terms of managing CSCV tasking through to completion such that the intended benefit is delivered where possible and, the expectations of our police teams met.

Committing to complex pieces of technical design and support work may not be realistic and, may in fact be counterproductive for all concerned. Tasking of each CSCV needs to be tailored to the individual and realistic such that positive results are achievable, expectations met and credibility maintained.

Finally, the issue of cost. Hampshire Constabulary initially invested in priming the project for a six month pilot phase. This has delivered an integrated operational team of CSCVs delivering valuable early benefits. It has also provided a sound basis upon which to build capability rapidly against new and emerging threats and demands. This team is now part of ‘business as usual’ and the toolkit that has been created is being used by other forces to create their own version of CSCV.
CSCV activity is integrated into the mainstream response to Digital Investigation and Intelligence (DII). Start-up and operating costs for CSCVs are low and certainly negligible when contrasted with the value such individuals bring to the organisation.

In addition to this work a national team of specialists has been created (NPRT) that is made up of some of the most expert individuals that join local forces.

This national team challenges an organisation to improve its effectiveness, in this context it relates to cyber security and associated staff security awareness. Assessing organisational security, often unbeknownst to the majority of the target organisations’ staff, the activities will provide a realistic picture of the security readiness of those targeted for assessment.

The NPRT will consist of CSCV members but the nature of volunteering means that they can contribute to standard CSCV work packages but may either carry an additional role as a NPRT member or a sole responsibility within this team. The team members will carry a minimum of SC Enhanced and Police Managed Vetting or be capable of achieving this level of clearance. Some activities may require a higher level of Developed Vetting and this will be centrally funded subject to appropriate criteria being met.

The primary activities for the NPRT are listed below but are conducted in partnership with the organisation being assessed in order to ensure that this is seen as a collaborative piece of work:

**Penetration Testing:** Conducting technical assessment of IT infrastructure to identify any vulnerabilities that could be leveraged by an attacker to obtain unauthorised access to the network and/or its data. This should be conducted annually by a commercial company as part of the current PSN requirements, but a further independent, cost effective assessment could be carried out prior to engaging a penetration testing commercial partner in order to minimise ongoing cost for the relevant force and manage interim risk more effectively. This must be done with the full support of senior leadership, in particular ICT, in order to ensure that it is seen as a partnership piece of work and a positive activity rather than something of a critical nature. The results from penetration testing must be handled sensitively in order to ensure that the targets of assessment are given the best possibility of positively learning from the experience in order to reduce operational risk and not indiscriminately penalised for errors, especially when the attack methodology may be technology biased and previously unknown to the subjects assessed.

**Digital operation security assessment and social engineering:** Carrying out targeted exercise against force employees in order to elicit sensitive information or gain access to the IT networks is one of the capabilities offered by the NPRT. This can vary depending upon the pre-agreed scope of work, to include phishing e-mails, open source reconnaissance and infiltration through to physical association to elicit access to sensitive information. As with the penetration testing, the results must be handled with sensitivity in order to ensure that the targets of assessment are given the best possibility of positively learning from the experience in order to reduce operational risk and not indiscriminately penalised for errors, especially when the attack methodology may be technology biased and previously unknown to the subjects assessed.
CSCV activity has been 'live' for a year now and in this time, has delivered a range of 'service' benefits and some 'cost benefits'. That is, our CSCV's have, within a short initial period, delivered tangible early benefits across a broad range of technical challenges to investigators in operational policing teams.

The cost benefits have been within the domain of 'software development' and where CSCVs have clearly demonstrated the technical, operational and financial benefits of having ready access to our own in-house programmers (Digital Forensic Examinations).

A live cyber threat monitoring tool was developed in Gloucestershire called 'Galvanise' by a CSCV volunteer. This gained the attention of NCOCC/CCD/CC Mike Barton and from this germ Gloucestershire and Durham Constabularies developed 'Crystallise' which is the prototype digital intelligence and investigation model for local forces.

Service benefits have accrued more widely but principally comprise improving technical capability and understanding, thus realising investigative opportunities which would otherwise not have been considered. Service benefits have also been derived through technical support which assists in eliminating wasted investigator time or effort and, the identification of technical options in support of more effective investigative strategies.

These are early benefits, but a clear indication of the value that CSCVs can bring to policing and a sound basis upon which to further develop CSCV activity which is focussed at really driving out well planned benefits.

Completion by the CSCV team of some quite significant pieces of work currently 'in progress', if successful, is capable of delivering further tangible benefit to a high number of investigators across the organisation (improving effectiveness in managing large data sets extracted from digital devices).

The volunteers are technically skilled and capable, highly motivated and willing to engage in the project and support policing with their own time and expertise. They have been challenged on occasion by a sometimes less than engaging experience (often unintentional) but have stuck with it.

The CSCV team is established, thriving and an asset to policing. This project is indebted to the fifteen Cyber Specials and Cyber Volunteers currently operating within Hampshire and the Isle of Wight.

The project overview showing outcomes is attached to this document.
The CSCV team have now been operational for a year and the relationship building with investigative teams is progressing well. Consolidation of the tasking agreed with these teams is now a priority in order to build more benefits. To this end, mainstreaming of the CSCV team and its co-ordination and delivery is important.

The team has been migrated from 'project' status into an operational police team capable of providing it with the appropriate day to day support, direction and encouragement to thrive. The CSCV team is managed by a Special Inspector who works alongside a regular Detective Sergeant (in charge of the DII team).

Maintaining focus upon tasking requests will further enhance the credibility of the CSCV team with operational teams.

Professional volunteer management is essential for all of our Special Constables and our Police Support Volunteers. Ongoing pastoral support and care is crucial in keeping our volunteers engaged and motivated and aware that their contribution is understood and valued.

The professional support of our Strategic Partnerships Manager, Belinda Kinsley and her excellent team of co-ordinators are a key element to the successful recruitment and integration of volunteers and, provides a helpful source of pastoral care and support on an ongoing basis. However, it is important to note that the day to day operational management, deployment, support and development of this team should rest with an operational police lead. This individual is crucial in providing the important operational interface between volunteer and police team.

'Next level' tasking for the CSCV team should see their skills and expertise integrated into other areas of the organisation including Response & Patrol; Crime Prevention & Protect activity, and supporting our own organisational IT network security and business resilience planning teams. The CSCV team are capable of adding real value within these business areas.

A 'Cyber Lab' (R&D hub), co-located within the new DII investigation unit will ensure both teams integrate and maximise opportunities. A secure technical environment, external to the police network will stimulate problem solving, horizon scanning and development of solutions and new tools to address new and emerging challenges. An important further element in realising the full potential of the CSCV team to the public and the organisation.
### Associate Trainer Team

**Force**

Cumbria Constabulary

2016 Specials

**Contact Details**

Andrew Simmons  
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<th>Purpose</th>
<th>The Digital Media Investigation Unit sought a volunteer with IT skills from the ranks of their Specials. The purpose was to assist them with their onsite investigations looking for devices and identifying technologies that may be relevant to a particular investigation through to the development of technology to help in the detection and location of electronic devices.</th>
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<th>Brief description of the case study</th>
<th>Being attached to the Digital Media Unit, the Special’s role was to work operationally with the team, both attending investigations in person and if that wasn’t possible, being available remotely to assist. Thus enabling the unit to have access to specialist advice when they encountered a setup or device they were unfamiliar with. Something they hadn’t had before.</th>
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| Impact | Through working this way with an IT specialist volunteer the unit has learned how best to use different technologies, how to avoid losing vital evidence and when not to waste time pursuing avenues which are unlikely to produce results. Work has also been carried out with the MOSOVO teams, providing them with technical assistance when they visit RSO’s (either announced or unannounced) to scan for devices or investigate Routers to detect devices that have recently connected.  
As well as learning how to adapt existing specialist networking technology to fit policing purposes other avenues have been opened up where technology can be applied to improve the efficiency of day to day policing tasks. By mixing open sources and low cost hardware, tasks can be performed on cost effective equipment which otherwise would have used specialty equipment costing considerably more money.  
All of the above has led to a meeting and presentation of capabilities with the Detective Chief Superintendent and all ranks below, including the RIPA Unit, to demonstrate how technology can be used more effectively.  
In addition the Special Constable involved has been able to develop their knowledge by attending the Digital Media Investigator course at the College of Policing as well as the DMI Wi-Fi course. This has enabled further value to be added to the initiative. |
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<th>Evaluation</th>
<th>Actual measurement of the outcomes is difficult as there is no baseline, the DMI unit being a recent development. However feedback from the team has shown that having this sort of technical support available is of considerable help.</th>
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| Plans for the future | To keep looking at the needs of digital policing in all areas as technology develops and improves in order to see where we can keep ahead and further develop this capability.  
Policing digitally has the potential to open up other avenues of investigation for lower levels of crime as well as being utilised at the higher levels. Utilising more IT specialists from the Special Constabulary in this field would help to enable this. |
| --- | --- |
Volunteer accountant

**Force**

Merseyside Police

2015 PSVs

**Contact Details**

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**Purpose**

The volunteer accountant, Andrea Phipps, works alongside officers and staff within the financial investigations unit, within the economic crime team. The ECT is made up of fraud and financial investigations in two teams and our volunteer sits within FIU but assists investigations from the entire unit.

The role is meant to get an early grip on the current and future requirements of the investigation from an accountancy perspective and in some measure understanding of perhaps what forensic accountancy may be required, if at all. Our volunteer will make as full an assessment of accounts as possible in order to direct the investigation.

**Brief description of the case study**

The role is managed within the FIU by DI Alan Georgeson who has direct contact with Andrea (who works 2 days/week). When a new investigation comes in to the department that will require a comprehensive review of accounts, statements, ledgers etc, set against the account provided by the suspect and the circumstances, Andrea will make a full assessment of the information and advise the OIC. It may be that there is sufficient to contest the accounts on both a criminal front and/or a tax, HMRC front. This guidance is provided to the OIC as soon as possible which informs the investigation, providing a smooth progression and a clear indication of our footing in terms of prosecution.

**Impact**

The impact has been great. There are definite positives as the OIC has a clear indication of the direction of travel of the investigation. Also Andrea's superb insight into accounts and legislation, often foreign to police officers and staff, is an absolute asset. Her years of training and understanding of how we work has paid dividends. Not only in the amount of money saved by the organisation, but also in providing critical advice early to bolster confidence.

**Evaluation**

Andrea's work is unique. However she is not an expert witness in her field and can easily be drawn into the depths of an investigation; which is not what her role is designed for. These situations ultimately involve the employment of forensic accountants, but Andrea gets us there.

Regular briefing and debriefing occurs within the unit, but the management of her capacity and outcomes is not a scientific process and is managed quite fluidly within the department.

**Plans for the future**

Plans are to maintain the role, but to ensure that there is a set process for Andrea's deployment and a point at which her role steps aside in order that a forensic accountant can be employed for court purposes and onward court issues requiring professional witnesses and the full court process.

Without a real terms of reference and deployment process Andrea may find herself in a precarious and unnecessary position, which we do not wish to see her in.
**Trauma Teddies**

**Force**

*Cheshire Special Constabulary*

2016 Specials and Regular Constabulary

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**Contact Details**

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**Purpose**

Essentially to raise awareness that within increasing numbers of domesticated incidents not only in Cheshire but nationwide, it is clear that professional intervention at the outset by officers to remove vulnerable children away for the trauma of a domestic incident, proves to ensure that children, where possible, can be protected from Trauma by something that a child of a certain age range would warm towards.

At an incident recently SC Sarah Johns used this tactic with a child's teddy to distract them from the adult side of a domestic incident.

The impact she made by essentially entertaining the child had an immediate response and as such ensured that the child remained engaged and completely focused on playing with the teddy rather than being distressed by the trauma of this type of incident. The concept is very simple, the output is long lasting and provides an immediate reassurance to children who are often caught up in these types of incident.

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**Brief description of the case study**

SC Sarah Johns has the relationship with the designers and makers of the Trauma Teddies and developed the relationship and process to enable a continued supply not only in Northwich but across Cheshire – a pilot of which is underway where we have nominated SPOCs to drive their local activity with myself and SC Johns in full support.

The initiative is managed by SC Sarah Johns, she ensures there is sufficient stock within each Police vehicle and regularly works with the designers and makers of the trauma teddies within Northwich, Cheshire.

Northwich Local Policing Unit (LPU) are regularly emailed to seek where stocks are low as well as feedback from their usage.

All teddies are risk assessed at source and a disclaimer has been signed by the makers rendering this a safe and credible free service.

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**Impact**

The impact was clear from the outset and at an incident. To have these Trauma teddies to hand in all police cars provides utility when needed, provides reassurance to vulnerable children as well as creating a lasting gift to a child should they may not be fortunate to have any of their own.
Evaluation

It’s reliant on regular emails into the force on use and by feedback provided by officers should they have time to send it to us. This is a continual evaluation but you cannot put any evaluation on the impact of a child receiving a trauma teddy from a professional person such as a Police Officer. This also has a lasting effect on the understanding of a young child, that Police Officers are there to apply the law with compassion and understanding to victims of crime.

Plans for the future

A Cheshire Constabulary pilot is underway and at present we have established a SPCO per LPU. Our Deputy Chief Constable Jeanette McCormick, Special Chief Officer Celvyn Jones, myself and SC Johns formally thanked the makers at an event on 13th February – the aims being that we:

- Thank them for the continued support
- Congratulate them on their part of the Lord Ferrer runners up award
- Launch our County wide strategy from this date.

It is expected to have this fully rolled out by Summer 18.
# Mental Health Street Triage

**Force**

**Essex Police**

2016  Specials

**Contact Details**

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Julie Johnson – Street Triage Supervisor  
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**Purpose**

This case study will look at how the Special Constabulary in Essex have developed a cohort of officers that have been trained to support the Mental Health Street Triage Team. The officers work alongside a mental health nurse, attending incidents where police are called to a person in crisis. All officers on the team have some previous experience outside of the police of mental health issues, this may be through external employment, or supporting a friend or family member with mental health issues.

**Brief description of the case study**

The SC team support a dedicated team of 6 regular officers. The 14 officers in the SC cohort provide support to the team to cover all leave and other abstractions, providing a consistency of service. All officers do this as an additional skill in addition to the 16 minimum hours. All officers undertook additional enhanced mental health training provided by the local NHS mental health trust. All officers are trained drive to standard response levels. The team is overseen by a Sp Supt who works along side the Street Triage Supervisor at both a tactical and strategic level.

**Impact**

The team in 2017 supported the street triage team with 241 duties and 2205 hours. This represents a saving of £53k if those hours would have covered on over time. In addition there has been a 35% reduction in 136 detentions, and 173 fewer A&E attendance April – June 2017.

**Evaluation**

The SC team evaluation is measured by hours, but also percentage of requested duties covered, over the period Jan – Dec 2017 the SC team covered 97% of all requested duties. The other measure is a continual assessment of the reduction of s136 admissions / A&E referrals.

**Plans for the future**

The plans for the future is an increase of 3 officers to the team to assist with week day coverage, continuous training and development – including opportunity to attend the suicide awareness training and officers becoming suicide prevention champions. Current discussion around officers being police medic trained.
**Hate Incident Reporting Centres (HIRC) and Hate Crime Ambassadors (HCA)**

**Force**

Essex Police

2016 PSVs

**Contact Details**

Jenny Paget

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**Purpose**

1) To create a pool of volunteers who have received hate crime training provided by Essex police who can then staff HIRCS (see 2 below) or as HCAs can undertake awareness raising community engagement etc. (see 3 below)

2) The creation of a network of 3rd party reporting centres for Hate Crime established in community facilities open to the general public (job centres, libraries, etc.) to enable the reporting of hate crime/incidents at locations other than the police station.

3) The objective HIRCS and HCAs is to raise the profile of hate crime as a matter affecting communities and individuals and to encourage reporting of incidents and improve understanding of this issue in all communities.

4) Overall objective is to improve reporting levels of hate crime that might otherwise remain hidden from police.

**Brief description of the case study**

The project team visit suitable locations within the community and invite organisations to become HIRCS. Those that want to become involved in the project then pass through a three stage development process consisting of:

- Stage 1 hate crime training.
- Stage 2 Opening as a HIRC to the public.
- Stage 3 consolidation and local trouble shooting supported by Essex Police.

HIRCs and HCAs are kept up-to-date by bi-monthly electronic bulletins which they can contribute to and face to face locality meetings to share ideas with other HIRCs and resolve issues within the network.

The project has been successful in mobilising large numbers of volunteers (117) from local communities as well as organisations (155) in the fight against hate crime. By providing a uniform training and development template this has enabled consistency of the delivery of the 3rd party reporting function. This has also enabled HIRCS to provide bespoke services to targeted communities; whilst HIRCS cover all strands some are able to provide specialist services for (example Chelmsford Mencap providing LD.)

The main risk to the project are HCAS/HIRCS act in a manner that is counter to the project ethos. Provision has been made to deselect volunteers from the project if their actions are inappropriate.
Impact

The HCA scheme has increased hate crime recording and has raised awareness of hate crime in the community. So far our HCAs have helped report 213 incidents to police and have spoken to 4664 members of the public about hate crime between January and December 2017.

We have trained 587 hate crime ambassadors and out of this we have gained 50 hate incident reporting centres.

We have been able to engage with previous unreached communities within the county for example a transgender support group in the West of Essex upon coming on board the programme they stated that they ‘finally felt they had a voice and a standing within the local community’ we have gained HIRCS in places and communities that previously would not have engaged with police.

We ask that the HCAS/HIRCS complete a minimum of 2 awareness activities per year. For example we organised a pop-up Hate Incident Reporting Centre (HIRC) which was staffed by volunteers, police, voluntary sector workers, and support agencies which gave us a ‘one stop shop’ approach whereby victims could report an incident, and then be seen by a support agency and given advice at the same time.

Evaluation

We ask for Bi-monthly returns from each of our HIRCS/HCAS which measure the following:

- How many reports they have assisted IN reporting via the telephone.
- How many reports they have assisted in via an on-line reporting facility- True Vision.
- How many contacts they have made around hate crime
  By contacts we mean how many people they have spoken to, provided leaflets, signposted to a support agency or group, educated family/friends/colleagues or students about hate crime.
- Overall hate crime within the county is trending upwards and the project is likely to have contributed to this trend.
- Reports received by True Vison to Essex Police have also increased in line with reports made directly to Essex Police.

Plans for the future

We continue to develop the network, it is established in 2 of our 3 LPAS. Focus is now on the final LPA which we hope will be completed very soon.

The final aim is to get the network fully established and talking to one another across the whole of the county. There are certain strands of hate crime that have specialist support which is only available within certain areas of Essex rather than being county wide. HCA’S/HIRCS that are part of the scheme have already been passing on knowledge and best practice in ways to help victims of hate crime that may benefit from specialist help/support.

Hopefully this will continue further once the whole network is up and running and fully connected.
Active Citizens

Essex Police

2016 PSVs

PC Michael Lee
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Purpose
Active Citizens are a movable group of reliable and professional people, keen to make a difference in the community and become a valuable local resource.

They conduct specially devised operations to aid local policing teams.

They should be a visual deterrent and a link between the public and police, to achieve more cohesive communities, interact with residents and help to make policing more transparent.

Brief description of the case study
The concept involves PSV’s who don’t want to become Specials, but do want to be in the community ‘doing something’.

We currently have 128 Active Citizens spread across all 10 policing districts. They are managed centrally from HQ from a welfare and resourcing perspective and then deploy locally either with or without community police officers or PCSO’s.

Projects and operations are devised centrally and then disseminated to the districts with instructions for deployment.

Active Citizens do not need to be accompanied by police and indeed deploy unaccompanied on such projects as:


The Active Citizens are vetted and carry an official ID card. They each have a uniformed jacket which clearly shows the Active Citizen logo on the rear and front. This is not only to support a high visibility deterrent but also so they can be seen from a safety point of view.

We offer training to our volunteers on crime prevention and conflict resolution. To date, there have been no issues regarding volunteers’ safety or incidents concerning public order.

Active Citizens have been approached by members of the public who do not necessarily want to call the police, or feel that their enquiry would be wasting police time. Volunteers have gathered intelligence which has led to policing operations.

The Active Citizens recently took part in an operation that saw them visit all 547 hotels and guest houses in Essex delivering CSE information and explaining how to report concerns to us.

Impact
It would be difficult to measure the impact with any figures, but the name Active Citizen is now recognised throughout the county and the volunteers are respected by the public. They help to reduce the fear of crime and aid community cohesion.

When demand on this service is so high, the Active Citizens are able to be additional eyes and ears and attend community functions on our behalf.
**Evaluation**

We keep a record of hours the volunteers spend on deployments as well as the number of public interactions they achieve; either by door knockings or conversations at public events. The volunteers attend functions in order for officers to be freed up to attend incidents.

**Plans for the future**

We are continuously looking for ways to recruit new Active Citizens; we have links with local universities to offer volunteering opportunities, we liaise with local volunteering centres and communities. We believe in social inclusion and that the opportunity is open to all. I currently work with local partner agencies as part of CSAS Accreditation and use that as a platform to promote the scheme to our partners.

There are continual opportunities for the volunteers from internal departments and partners.
# Joint Response Unit (PM01)

### Force

Gwent Police  
2016 Specials

### Contact Details

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### Purpose

A joint working initiative between Heddlu Gwent Police and the Welsh Ambulance Service to address situations where police officers attending an incident require the presence of medical assistance/advice. The aim is to reduce the strain on the Emergency Ambulance Service and help release police officers from incidents more quickly to perform other duties.

### Brief description of the case study

The project is managed by Special Chief Inspector Gareth Owen and Chris Hughes of WAST. The Joint Response Unit was established with 4 paramedics and 10 special constables, all of whom volunteered for the project. The JRU is a fully equipped WAST Rapid Response Vehicle supplemented by some police equipment for use at RTC’s etc. The Unit normally operates on a force wide basis between the hours of 1400 and 0200 every Friday, Saturday and Sunday. Quite often the hours are extended beyond 0200. Additional support is provided on special occasions such as “Black Friday”, the Christmas period, New Year’s Eve, Halloween, Bonfire night and for major events such as the RBS 6 Nations, Champions League matches, Cardiff Pride etc. During these events the unit operates between 1400 and 0500 and on “Black Friday” and New Year’s Eve a second vehicle is operated. The initiative is manned totally by Special Constables (as full time constables are not available) and paramedics. In addition the transfer of knowledge and skills between the two disciplines ultimately enhances the service provided to the patients. Also knowing that the Special is also a volunteer with a fulltime job outside of the police helps patients relate to them and therefore be more responsive and relaxed.

### Impact

Between 1st July 2016 and 31st December 2017 the JRU attended 1085 incidents (however many others were unrecorded as the unit was stood down prior to arrival). The type of incident attended can be characterised from cardiac arrest, RTC and assaults through to mental health issues, alcohol and substance misuse. Of the 1085 incidents only 298 required further ambulance back up, the remaining 787 incidents being dealt with solely by the unit.

### Evaluation

Since the units inception the relationship between the paramedics and Special Constabulary teams has grown to the extent where not only respect and friendship exists but also through the understanding of the individual roles and responsibilities a great team ethos now exists. As part of their commitment to the project the specials have undertaken, along with their paramedic colleagues, several enhanced first aid training sessions. Much of which is outside of the normal police first aid training expectation. This has provided the specials with knowledge in the use of such things as IGels for enhanced airway passage, bag and mask techniques for assisted breathing and the use of tourniquets for catastrophic bleeds. As a result many of these techniques have been used by the specials at several serious incidents. In addition this training has encouraged some of the specials to become Community First Aiders, thus enhancing their individual skill level.
In non-cashable savings the JRU has released Emergency Ambulances and Rapid Response Vehicles back into the system providing an estimated saving in costs of £197,500. The amount of volunteering time committed by the Specials team is in excess of 2,808 hours. In paid time this would equate to approximately £56,000. In addition it is estimated that a further saving of £89,750 has been made through regular officer’s costs being released. Therefore, in non-cashable terms the JRU has saved around £343,250. Not to mention the softer benefits relating to the help being provided to citizens in need.

**Plans for the future**

This project will continue into the future and will be subject to annual monitoring and review.
METPOL- Student police volunteer scheme

South Wales Police

2012 PSVs

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The public services course team recognised the importance of relevant professional experience, which is notoriously hard to get before joining public sector organisations. With this in mind we set up a volunteer work scheme with South Wales Police, so that students could gain valuable insight into the role of a police officer, develop core employability skills and actually benefit the Police force they were working with. The objectives were to give students an opportunity to be involved with volunteer work, rather than work experience which generally is shorter and is less hands on. We wanted the students to be part of operations and provide a valuable input into them, so that they can develop core skills such as communication, leadership, team working and dynamic risk assessments. At the time South Wales Police were not taking on many police specials so this was an opportunity to provide this kind of experience with the university taking a greater lead.

The scheme has been working with South Wales Police, The Safer Swansea Partnership, Swansea Council, The British Business Crime Prevention Organisation and UWTSD. We have worked on a number of community based projects. When it started the students were managed by the university team working alongside SWP.

All students are given the opportunity to join the scheme from the first week of the first year of study and are encouraged to volunteer for the three years. In the second year it forms part of their work experience 20 credit module. We are working with Millennium Volunteers to make sure that in their first and third year they get the MV award for voluntary work. Third years are even using some of the projects they are working on as the basis of their research project/dissertation.

The schemes so far we have been involved with are:

- Operation Textbook/ Remiss
- Operation Noise
- One Punch Campaign and Operation Advent
- Swansea Help Point
- #WheresYourMate Campaign

The students have been integral parts of each operation and in cases such as the Swansea Help Point work independently to assist intoxicated, vulnerable and injured people in the night-time economy.

All elements of the operations have been risk assessed and the volunteers receive first aid training, vulnerability training and conflict resolution training. They are however all connected by radios to the Help point central communications unit when out on shift.
**Impact**

Since 2012 the number of UWTSD public Services student going on to gain employment with the police force has risen significantly with 35% of students going straight into the force after graduation, all were volunteers with METPOL. We have also seen a rise in the number of students going into the Prison service, fire service and other public sector organisations. The students who were involved in the scheme say it better prepared them for the interview stage and that they were able to draw on relevant experiences to answer the questions given.

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**Evaluation**

The main measurement for this scheme is the successes of the students after graduation, how quickly have they been able to secure employment within the forces and the feedback from the students themselves.

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**Plans for the future**

This scheme has proven to be a success and it has shown that there is a real appetite in the student population to volunteer with the police. As a result South Wales Police has now taken responsibility for student volunteers and is recruiting from both the universities in Swansea. This will hopefully allow the scheme to run for many years to come.