

## Topic: Law enforcement

### What can government do to increase the number, diversity and status of volunteers in law enforcement?



Police Volunteer numbers have been static/declining whilst demands on policing have never been greater. Refocusing volunteering opportunities from Specials to professional volunteers on a flexible basis will more readily fit in with modern lifestyles and encourage skill diversification. We intend to evidence this and significantly increase the numbers of civil servants volunteering with the Police.

#### Concept

“...some forces are straining under significant pressure as they try to meet growing complex and high-risk demand with weakened resources.” Sir Tom Winsor, HM Chief Inspector of Constabulary 2019

Our vision is to redefine volunteering in policing. Currently, the focus is overwhelmingly on Specials which requires high commitment levels (16hrs/month). Diversifying the volunteering pool, offering more flexible opportunities for volunteering, bringing in professional (non-front-line) skills will strengthen policing at this critical time, in meeting the increasing challenges.

#### Problems identified

- In 2018 there were 11,990 Special Constables, a total which has declined 41% since 2012.
- Data indicates that the number of specialist skills required is increasing (e.g. cyber, complex fraud).
- Data on diversity within the Police volunteers highlights the lack of diversity in gender, ethnicity, socio-economic backgrounds and age group. Reflecting on the below table, the gap in volunteering is the 30-65 working age group.

1	Gender	Ethnicity	Age
Special Constables	~28% female	35% BAME	50% aged 20-29
Police Support Volunteers	~44% female	4% BAME	~47% 65 & over

- National Survey of Police Support Volunteers 2018 stated that being under-involved was the most common reason given (23%) for leaving their volunteer role<sup>2</sup> with 32% of volunteers stated that their force did not give them the opportunities to utilise the full range of their skills and experience.
- National Survey of Police Specials 2018 stated similar results including quotes such as “I don’t feel like the effort I put in is being rewarded, I feel like I’m being taken for granted.”
- We looked at every England and Wales police force website for volunteering opportunities during June 2019. 79% advertised a few non-specific volunteer roles, they were difficult to locate and in 93% of all cases they required a weekly commitment.

Police volunteering is currently inflexible, requiring significant time commitment and very prescriptive. This has had an adverse effect on the numbers, diversity and status of the Police volunteers. Interestingly, 68% of the members of the public we asked would consider volunteering for the police, but 32% of those were only interested if they didn’t need to be on the front line.

<sup>1</sup>MSC [http://www.ipscj.org/wp-content/uploads/2019/07/Jump\\_IPSCJ\\_CitizensinPolicingReport\\_Specials\\_FINAL\\_210818.pdf](http://www.ipscj.org/wp-content/uploads/2019/07/Jump_IPSCJ_CitizensinPolicingReport_Specials_FINAL_210818.pdf)

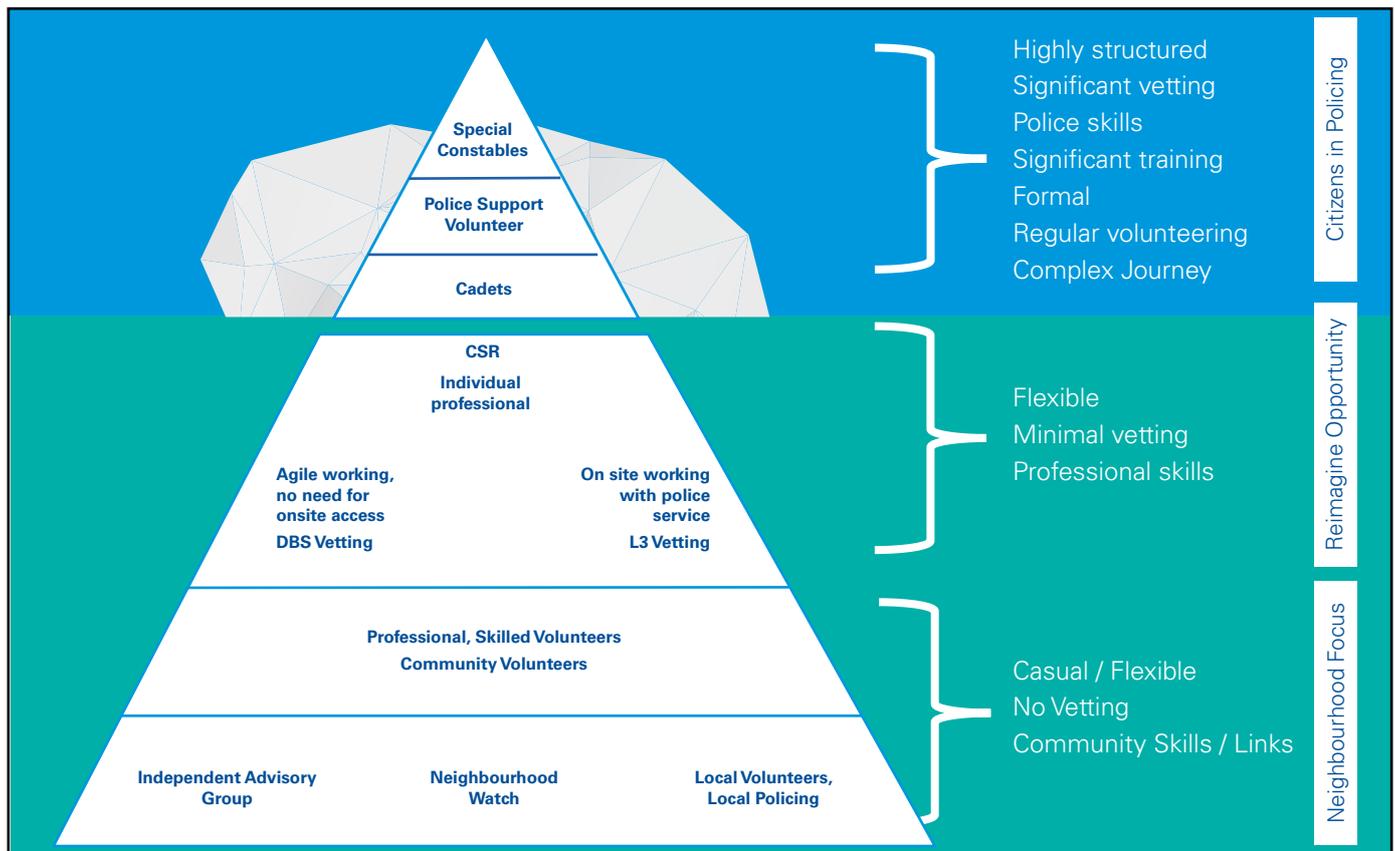
PSV [http://www.ipscj.org/wp-content/uploads/2019/07/Jump\\_IPSCJ\\_CitizensinPolicingReport\\_PSV\\_FINAL\\_210818.pdf](http://www.ipscj.org/wp-content/uploads/2019/07/Jump_IPSCJ_CitizensinPolicingReport_PSV_FINAL_210818.pdf)

<sup>2</sup>[http://www.ipscj.org/wp-content/uploads/2019/07/Jump\\_IPSCJ\\_CitizensinPolicingReport\\_PSV\\_FINAL\\_210818.pdf](http://www.ipscj.org/wp-content/uploads/2019/07/Jump_IPSCJ_CitizensinPolicingReport_PSV_FINAL_210818.pdf)

## Solution

Our solution reflects that members of the public willing and able to commit to being a Special are the 'tip of the iceberg' of those willing to volunteer for the police.

Our solution enables volunteers to offer technical skills that are beneficial to the Police in a flexible manner fitting in with the modern lifestyles of working age professionals today.



Our research has led us to create an Iceberg of the potential volunteering landscape. Within the iceberg, our solution will target the time-poor, skills-rich, aged 30-65 professionals who will provide a cost-effective volunteer pool for the Police to draw on an ad-hoc basis.

ONS Front Line Review of Policing (2019) highlighted key professional skills gaps perceived by those at the front line and included commercial, financial and wellbeing support. When we asked members of the public what sorts of skills they were willing to offer the police it ranged from project management and communication to yoga and mindfulness. There is a clear match of need and potential skills offered.



## Obstacles identified and overcome

- Academic research including the latest studies by the Institute of Public Safety, Crime and Justice.
- Focus Group with Specialist and Police Support Volunteers in Greater Manchester Police exploring challenges, status and perceived value.
- Surveyed members of the general public and (separately) civil servants exploring the awareness of and interest in volunteering with the police (approximately 50 respondents).

Risk / Obstacles	Mitigation
Poor adoption / uptake	Focus on pilot, feedback obtained and approach modified
Not getting diversity	Targeted campaigns including use of case studies for role modelling showcasing diversity Use of diversity internal networks to engage with diverse groups
Attrition	Using GIVERS model to ensure effective engagement, feedback loop
Not getting the right skills	Initial discussion with Met Police suggested a need for professional skills (e.g. change)

## Cost-effectiveness and scalability

### The below is the costing for stage 3 roll-out

#### Volunteer Contribution

On the basis, we recruit an additional 1,000 volunteers from a potential pool of one million potential volunteers. (NB to contextualise there are ~30k civil servants in the Home Office and over 400k civil servants nationally.)

On the assumption, a volunteer will provide 40 hours per year @ £30 per hour. This equals a volunteer contribution of approximately £1.2 million per annum.

#### Costings:

In Year one, we envisage the following costings to set up a small team to pilot, test and launch our solution. This team will also manage the volunteer pool. And then Year two onwards, the costings will be to maintain, enhance and improve the solution and manage the volunteer.

#### Total set up costs

##### Year 1 of stage 3

One off costs of setting up website of £400,000  
Small Team to manage the website and managing volunteering £250,000  
Vetting costs of £50,000  
Miscellaneous costs of £50,000  
Total – £750,000

##### Year 2 & Onwards of stage 3

Small Team to manage and upscale the website and managing volunteering £250,000 per annum  
Vetting costs of £50,000 per annum  
Miscellaneous costs of £50,000 per annum  
Total – £350,000 per annum

## [www.kpmg.com/uk/reimagine](http://www.kpmg.com/uk/reimagine)

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2020 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International Cooperative (KPMG International).