

INVESTING IN VOLUNTEERS FINAL REPORT



**Leicestershire Office of the Police and Crime
Commissioner**

26th November 2021

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Summary information

liV host organisation	Volunteer Now
Assessment date(s)	26 th November 2021

Assessor	Jane Holdsworth
Name of lead assessor	Dane Gould
1st assessment/renewal	4th Renewal
Assessment outcome	Met

About the organisation

The first elections for Police and Crime Commissioners were held in 2012 in 40 police force areas across England and Wales, following the Police Reform and Social Responsibility Act. Every force area is represented by a Police and Crime Commissioner (PCC) except Greater Manchester and London where PCC responsibilities lie with the mayor of those areas.

The role of the PCC is to represent the public and hold the police to account. The PCC ensures the policing needs of the areas are met as effectively as possible, bringing communities closer to the police and building confidence in the system. The PCC holds the Chief Constable to account, creates and updates a police and crime plan, sets the police force budget and engages with the public.

The current post holder, Rupert Matthews was elected as PCC for Leicester, Leicestershire and Rutland in May 2021.

It is a statutory requirement that PCCs are responsible for custody visiting arrangements in their area, in consultation with the Chief Constable. The Home Office has issued National Standards and a Code of Practice relating to the Independent Custody Visitors Scheme and each Commissioner operates the scheme according to local arrangements. The aim of the scheme is to provide independent and impartial oversight of the detention of people in police custody in Leicester and Leicestershire in three custody suites across the force area. All three suites are located within the city. Independent Custody Visitors (ICVs) are a team made up of volunteers from the local community who undertake visits in pairs to the Custody Suites. It is their responsibility to check on the conditions in which detainees are held, the detainees' health and well-being, and that they receive their rights and entitlements.

There are an additional two volunteer roles: Deputy Co-ordinator and Co-ordinator who take additional responsibility for the scheme such as drawing up rotas, chairing meetings, responding to the issues log, supporting ICVs and taking part in three yearly reviews. At the time of the assessment, both roles had recently become vacant.

The part time Volunteer Manager provides day to day management of the scheme and the recruitment and supervision of volunteers and their line manager, the Chief Executive Officer provides senior management of the ICV scheme. National practices are regularly reviewed and local policies and procedures adapted accordingly. Any changes made are discussed at regular volunteer meetings prior to implementation. The strategic direction of volunteering within OPCC is determined by the PCC and the Volunteer Manager provides an annual report to the Police and Crime Panel.

Since the last assessment all ICV visits are recorded electronically, using a handheld device which is available in each custody suite.

An Independent Custody Observers Pilot (ICOP) commenced in 2019, which involves volunteers coming into the office (Leicestershire Force Headquarters) and

scrutinising custody records of vulnerable detainees to obtain a fuller understanding of what is happening in custody suites which assists with identifying issues and trends, and ensuring that individuals are dealt with fairly and to a recognised and agreed standard whilst in custody.

Due to the Covid-19 pandemic, all volunteers were asked to complete a risk assessment which was reviewed by the Volunteer Manager to identify volunteers that were classified as clinically vulnerable. Following this, a number of custody visitors were identified as vulnerable and were shielding or had caring responsibilities and therefore unable to fulfil their volunteering role (temporarily on hold), 7 custody visitors continued visiting throughout the year. The Home Office granted custody visitors 'key worker' status and they were able to continue visiting custody suites during the national and local lockdown, which meant that volunteers continued to provide oversight of police custody suites and ensured the rights and entitlements of detainees were being met. The team of custody visitors continued to show commitment to the scheme and attended virtual team meetings, despite some being unable to visit custody suites. Visiting rotas returned to normal in July 2021.

The OPCC has responded to the development point from the last liV assessment by including a section on 'Support and Supervision' within the ICV handbook and Volunteer Policy.

How the organisation was assessed

The rationale was to interview a sample of volunteers who volunteer across the three custody suites and a volunteer who has been involved in the Independent Custody Observers Pilot. The assessor gave the liV lead clear guidance on the breadth of the sample of volunteers to be chosen for the assessment interviews and this was achieved; substitutes were in place in case any volunteers were unable to attend.

Volunteers interviewed represented a range of ages, ethnic backgrounds, length of service and gender. In total, 11 volunteers were interviewed via Teams in two group of 4, and three people were interviewed individually.

The Volunteer Manager who was the liV lead was interviewed. The interim CEO was interviewed as the Volunteer Manager's line manager with a senior management responsibility for volunteering. The PCC was interviewed for a strategic perspective on volunteering. The OPCC Compliance Manager was interviewed as a member of staff with no supervisory responsibility for volunteers.

NUMBER OF SITES, BRANCHES, LOCATIONS:	3
NUMBER INCLUDED IN INTERVIEW SAMPLE:	3
NUMBER OF VOLUNTEERS:	20
NUMBER INTERVIEWED:	11
NUMBER AS % OF TOTAL:	55%
NUMBER OF VOLUNTEER ROLES:	1
NUMBER OF ROLES SAMPLED BY INTERVIEW:	1
NUMBER AS % OF TOTAL:	100%
NUMBER OF STAFF:	51
NUMBER INTERVIEWED:	4
WERE TRUSTEES INTERVIEWED?	NA

WRITTEN EVIDENCE:

Self-assessment: Volunteer Policy, Independent Custody Visitor (ICV) Handbook, ICV newsletter

Additional information: Minutes from Team meetings, Demographic monitoring information, Draft Police and Crime Commissioner Plan, ICV Annual Report presented to the Police and Crime Panel Review, ICV translations sheets, regulatory material from the Independent Custody Visitors Association and from the Home Office.

Meeting the standard

Quality area 1: Vision for volunteering

Volunteering is embedded within the overall vision, values, culture and aims of the organisation and its impact is recognised and communicated. Organisations understand why they involve volunteers

Practice		Met
1.1	Volunteering is planned and reviewed in line with the organisation's vision, strategy, and values	Yes
1.2	Volunteering is valued as part of the culture of the organisation and the benefits of volunteering are understood and communicated	Yes
1.3	The impact of volunteering in contributing to organisation aims is understood and communicated	Yes
1.4	Volunteer involvement is reflected in management, financial and resource planning	Yes

Volunteering is embedded within the PCC's Police and Crime Plan and staff and volunteers are aware of the vital role the ICV Scheme plays in ensuring that detainees' rights are upheld whilst in custody. A volunteer described the level of detail that this involves "We pick up whether there are reading materials, appropriate foods, a copy of the Koran, prayer mats. We pick up on poor practice such as the cleaning of cells or whether the cells are too cold and blankets are needed".

Volunteers provide independent scrutiny for the custody process and are integral to the PCC's role in building respect between the public and the police. A system is in place to ensure all issues raised by volunteers are logged, resolved and actioned. The pilot programme adds another level of scrutiny in the identification of themes in relation to custody and is particularly focused on the experience of young people, detainees with mental health vulnerabilities and immigration detainees.

The PCC is held to account by the Police and Crime Panel and an annual report is provided by the Volunteer Manager detailing the performance of the ICV Scheme and the difference volunteers have made to the OPCC.

The Volunteer Manager highlights the importance of the ICV scheme to all new members of staff as part of induction and updates are provided at team meetings. Volunteers enjoy the level of responsibility of the role and the opportunity to make a difference and give back to the community. A volunteer said "You see the results of what you're doing, how the process is working – that clients' rights are ensured and they are kept safe...clients in custody are treated well". Students studying law found their volunteering experience particularly rewarding in helping them to understand the realities of the criminal justice system.

Staff members are appreciative of the differing perspective volunteers bring to the organisation on how the volunteering scheme and the custody experience can be improved. For example, volunteers have provided feedback on how the custody suite can be a trauma informed environment fit for vulnerable detainees.

Quality area 2. Planning for volunteers

People, policies, and procedures have been put in place to ensure volunteering is well-managed

Practice		Met
2.1	There are specific and proportionate systems and processes for volunteer involvement that are regularly reviewed	Yes
2.2	Relevant people in the organisation are aware of systems and processes relating to volunteering and why they are important	Yes
2.3	There are designated people responsible for volunteers and volunteering that have experiences, competencies and attributes for the role	Yes
2.4	Systems are in place to ensure the management of risk, safeguarding, health and wellbeing and protection of volunteers, the organisation, and others	Yes
2.5	There are problem solving procedures to deal with issues raised by or about volunteers	Yes
2.6	Records of volunteer involvement are maintained in line with data protection	Yes

All systems and processes in relation to the ICV Scheme are extremely clear and volunteers were extremely complimentary about this. Volunteers referred to the quality of the ICV handbook and its usefulness as a reference document.

The Volunteer Policy has been recently reviewed, to ensure that procedures are in place to welcome volunteers and ensure that volunteering is well managed.

Strong connections to the national ICV Scheme, conferences and events mean that knowledge is updated concerning good practice volunteer management at a national level. Close links with Leicestershire police representatives help to ensure that processes in place at the custody suites ensure a quality experience for volunteers when they are on site.

The safety and wellbeing of volunteers is paramount and all volunteers were aware of this, comments included, "There is protective equipment, rules in the custody suite and access to PPE. There's always a duty officer with us and others within call. We can set off an alarm. I have never felt unsafe. If anyone is dangerous, we don't go near them – we observe through a hatch", "Guidance on safety and wellbeing is very clearly shared" and "We are very well protected. If we are not comfortable – we are told that we don't put ourselves in that situation".

Quality area 3. Volunteer inclusion

There is a positive approach to inclusion, equity and diversity and a proactive approach to making volunteering accessible

Practice		Met
3.1	The organisation is inclusive and managed in a way that encourages the involvement of and is welcoming to a wide range of people	Yes
3.2	There is a proactive approach to increasing volunteer diversity, addressing under-representation, and including targeted groups as part of the organisation's inclusion, equity and diversity aims	Yes
3.3	Information about volunteering opportunities is made as widely available as possible using a range of methods and there is active engagement with a diverse range of people	Yes
3.4	Where possible there is a wide range of accessible opportunities that can be adapted throughout the volunteer's journey	Yes

The Leicestershire ICV Scheme has been recognised by the Independent Custody Visiting Association as a pioneering and leading expert in the area of diversity and inclusion. Careful attention is given to addressing barriers to volunteering and under representation. For example, an Equality Impact Assessment was completed prior to the introduction of the ICV Custody App to ensure no particular group was disadvantaged. The diversity of the scheme is monitored on an ongoing basis and recruitment targeted around under-representation. The latest recruitment campaign focused on representation from young adults and those from an ethnically diverse background.

The PCC referred to one of the Sir Robert Peel principles 'The police are the public and that the public are the police' and said "In order to gain trust, volunteers need to be reflective of the society that is being policed. They need to understand what's going on for class, education, ethnicity and religion. It's a great tradition of policing".

All volunteers described the welcoming and inclusive culture of OPCC, for example, a young volunteer said "The initial point of contact was very welcoming – they never disregarded anything I had to say. When I attended a team meeting it was a diverse mix of people – age, gender and race".

Whilst there is one volunteer role within the Scheme, there are opportunities to progress into more senior roles, for individuals to adapt roles to their needs and an example was provided of how a process has been put in place to enable volunteers with mobility issues to undertake the ICV role safely.

Quality area 4. Recruiting and welcoming volunteers

It is easy for people to find out about opportunities, explore whether they are right for them, and get involved

Practice		Met
4.1	People are clear about the opportunities available and the process to become involved	Yes
4.2	Recruitment processes and checks are timely, fair, consistent, straightforward and appropriate	Yes
4.3	Recruitment is a two-way process for volunteers to find out more and that considers how individual and organisational needs can be met	Yes
4.4	Volunteers are provided with any necessary information, introductions and training for their role	Yes

Volunteering opportunities at OPCC are widely publicised, and this includes a video on the website from the point of view of a volunteer to give a sense of the role. Volunteers were very positive about the quality of the information available to them online, which helped them decide whether the role was right for them before applying.

There is a clear recruitment and induction process in place which is consistently applied and is in line with national ICV guidelines. The written application and interview include ample opportunity for prospective volunteers to consider if the role is right for them. Volunteers play a key part in the recruitment process as interviewers on the recruitment panel.

All volunteers were very positive about their recruitment process and induction, shown through the following comments - “The recruitment process was quite smooth. I felt quite relaxed in the interview – I felt I could convey myself and I spoke about why I had chosen the role and what I would like to get out of it”, “It was quite an intensive interview - more than I thought it would be. It made you realise it is a serious role. The ‘Unconscious Bias’ training was really interesting”. and “Induction included loads of presentations and a tour of the custody suite which was particularly useful, having never been in that environment... Induction was very engaging and interesting and there was lots of time for questions and answers”. New volunteers are offered and introduced to a volunteer buddy which was described by volunteers as being very beneficial.

Quality area 5. Supporting volunteers

Volunteers feel supported at all times, that they are a part of the organisation and that their contribution makes a difference

Practice		Met
5.1	Volunteers feel appropriately supported in their role and able to discuss all aspects of their volunteering	Yes
5.2	Volunteers and everyone in the organisation who comes into contact with volunteers are clear about the scope of volunteer roles and what volunteers can expect from the organisation	Yes
5.3	Volunteers have the opportunity to discuss how they are doing	Yes
5.4	Volunteers have opportunities to express their views and ideas and to be involved in relevant decision making	Yes
5.5	Volunteers feel there is good communication between themselves and the organisation	Yes
5.6	There are systems for volunteers to have a positive and managed exit	Yes

Volunteers rate the support they receive from OPCC as exceptional because all queries are responded to in a timely manner and the organisation is very accommodating in relation to their needs. Comments included “There hasn’t been one occasion when I have reached out for guidance or information and it hasn’t been provided. It’s a very supportive organisation”, “They are very approachable around feedback” and “You feel you have all the back- up you need”. Volunteers and staff members also described the importance of volunteer wellbeing, the opportunity to offload when encountering stressful situations and the ability of volunteers to access counselling as part of the Scheme. Formal support, ongoing support and peer support are all available.

The wellbeing of volunteers is supported through careful consideration of training and advice on boundaries. For example, specialist focused training is provided on steering or ending conversations with detainees where necessary.

Volunteers agreed that they receive feedback about how they are doing and appreciate how they can raise issues at team meetings. Volunteers said “There is a section in the team meeting for anything you want to raise. They listen to everything and respond to anything that needs changing. Extra effort to support us was provided during lockdown” and “It’s easy to raise issues and get a response”.

Volunteers provided examples of how they had made a difference in the custody suites by raising issues such as the rights of detainees. Volunteers described how they have been involved in a working group to help introduce the new ICV Custody App.

Quality area 6: Valuing and developing volunteers

Volunteers are valued and there are opportunities for volunteers to develop and grow through their experience

Practice		Met
6.1	Volunteers feel their contribution is meaningful and rewarding	Yes
6.2	Volunteers feel valued by and a part of the organisation	Yes
6.3	The experiences, attributes and competencies that volunteers bring are recognised and they have opportunities to develop them	Yes
6.4	Volunteers have the opportunity for connecting with and learning from other volunteers where appropriate	Yes
6.5	Volunteers' future aspirations are supported where appropriate	Yes

Volunteers feel that their contribution is meaningful, they enjoy their role and feel valued. Volunteers said “We get a Christmas meal, personalised cards, certificates, and feedback comments – it’s very good” and “The Christmas thank you event is pulled off to a really top standard. It’s a great way of being appreciated. There are awards for the time you have put in. We are also recognised during Volunteers Week through a certificate and thank you. They do go the extra mile”. Other volunteers described the office as a very welcoming environment, where the PCC is eager to share a cup of tea and cake with volunteers and increase his understanding of the Scheme.

Volunteers feel part of the whole organisation and a closely connected ICV team. Volunteers describe the peer learning that takes place through team meetings and opportunities for development. One volunteer described this “There is a continuing investment in you as time goes by. We had mental health training...and we have linked with Derbyshire ICV for joint training...In the first three visits that you do, you are accompanied by an experienced visitor, so you learn a lot”. There is the option for existing volunteers to become ‘Buddies’ and take on a friendly mentoring role to new starters.

Volunteers’ aspirations are understood as part of the interview process and where possible, training is provided to help individuals enhance their skills and experience. Volunteers who are law students have used the experience to help with their future career aspirations. Other volunteers referred to increased learning about how custody works, diversity, human rights, communication skills, team building and community leadership.

Members of staff spoke about the importance of valuing volunteers formally and informally; the PCC said “You can’t say thank you enough”.

Future Plans

Leicestershire OPCC have identified a number of volunteer-related development points for the future that span a number of liV quality areas and include:

The Police and Crime Plan which includes the PCC's commitment to volunteering is currently in draft form and accessible on the OPCC website. This Plan will be finalised and communicated more widely to relevant stakeholders.

The new Communications team, who are currently being recruited, will also help enhance the promotion of the ICV Scheme and its impact on the community; the team will utilise social media to provide more regular updates on the ICV Scheme and its performance.

Planning is in progress for some office staff to volunteer their time with ex-offenders in partnership with the ex-offender's charter signed by OPCC which will be another way to promote the work of the OPCC.

Unfortunately, at the time of the liV interviews the volunteer roles of 'Coordinator' and 'Deputy Coordinator' which offer individuals the opportunity for a higher level of responsibility, were both vacant. Promotion will take place to fill these roles.

Volunteers have recently become a key part of recruitment panels; this has been working well and will be continued.

Individuals have been involved in the OPCC independent custody observer's pilot which volunteers have found very satisfying. OPCC is awaiting the decision as to whether this volunteer role will be formalised within the ICV Code of practice as a permanent addition to the ICV role. If so, OPCC will be continuing with this role as it is one that would be welcomed by existing volunteers.

There are also plans to develop an independent visiting scheme to start from April 2022 for the dog section; this will be open to existing volunteers.

OPCC is committed to continuous improvement and the OPCC team has recently undertaken a facilitated session on 'Continuous Improvement'. The CEO and Volunteer Manager are keen to use some of the tools shared at the session to review volunteer management processes.

Strengths

A number of strengths were identified during the assessment, these are detailed below. The numbers in brackets refer to the quality area and specific practice of the Investing in Volunteers standard.

- It is evident that volunteering is valued as part of the culture of the organisation, and the purpose of volunteers, as part of the ICV Scheme is very clearly understood. Volunteers are considered to be an integral part of the organisation's team. As one staff member said "Volunteers provide a lot of support and independence. They are valued members of the team... There have been ICV volunteers for a very long time – their comments are valued, taken on board and actioned and they enhance the service". A volunteer said "We are linked to the office by the Volunteer Manager – we are part of an inclusive family". Volunteers also referred to the importance of the relationship between OPCC and the custody suite staff which has led to a level of respect for volunteers and their role. As one volunteer said "Over the last four years the custody suites have become fully informed about our role. It's a lot easier as they now know who we are. That's a really important factor. It would be a deterrent otherwise. You don't want to go into a situation when you feel unwelcome".

Issues that are raised by volunteers during their visits to the custody suites are logged and actioned, and any concerns raised at team meetings, which are attended by the Force Custody Inspector. The Annual report to the Police and Crime Panel highlights the role and performance of volunteers and provides data relating to the number of visits, number of detainees visited and the requests and issues raised by detainees.

Another way in which OPCC shows how it values its volunteers is through an extensive training programme.

(Vision for Volunteering 1.2,1.4)

- One of the elements that was articulated most strongly by volunteers was how efficiently and effectively the volunteering programme is run – this relates to policies, procedures, recruitment, induction, training and the day to day running of rotas and the feedback loop from custody visits.

Volunteers were complimentary about the organisation of the volunteering programme and comments included – "Whenever you have a question – they are on the other end of an email or phone call to guide us. Team meetings are exceptional. They are so efficient. You even get a reminder about your visits. The time and effort they give you is really appreciated. As a full-time employee, a visit can easily slip your mind", "The system works well. The way it is set up and what we are required to do" and "It is very well organised – the communications, the resource folder – it's amazing really".

The transfer from paper report forms to electronic reporting has enabled the Scheme to become more efficient in several ways. For example, once an ICV completes a visit and submits their report form, the Volunteer Manager and Force Custody Inspector receive a copy instantly via email, allowing them both to review the visit and action any issues almost immediately. Once reviewed, the Force Custody Inspector signs them off and the ICVs that attended the visit receive an update of any actions taken. Prior to the launch of electronic recording of custody visits, an ICV working group had been setup to ensure ICVs had an input with the design and process of the webform and it met their needs.

Volunteers also referred to the consideration taken when changes are introduced, for example, “All the changes made have been very positive. The use of the IPAD to record visits from making paper copies worked well. The way that it was introduced, to pair tech savvy and not tech savvy volunteers worked well – it was introduced well” and “Everything is very organised and structured. They are innovative in updating IT- moving with the future”.

The same attention to detail is evident in risk assessment processes and training around the protection of volunteers’ wellbeing. The potential risks around COVID for volunteers have been, and continue to be well managed. The organisation continued to engage with volunteers who were unable to visit custody suites during the pandemic, through virtual team meetings.

Staff and volunteers refer to the quality of the volunteer programme as an exemplar at a regional level, with the Volunteer Manager being the regional representative at the East Midlands Custody Operational Custody Leads Group.

(Planning for volunteers 2.1, 2.2, 2.3, 2.4)

- Attention to detail is also behind the organisation’s success in building a diverse volunteer team and receiving accolades for doing so. The diversity of the volunteer team is monitored regularly against the categories of age, gender, disability, ethnicity, sexual orientation and religious belief to ensure those involved in the scheme are representative of the local community and positive action is taken for any areas of under representation. Equality Impact Assessments are undertaken prior to recruitment to ensure that is targeted. An Equality Impact Assessment was also completed prior to the introduction of the ICV Custody App to ensure no particular group was disadvantaged.

The organisation has built a welcoming and inclusive culture which volunteers commented on: “It’s like a family – so welcoming and you know everybody. You get a sense of belonging”, “It’s very welcoming and you can say what you think” and “Everyone is from a diverse background - all ages-

all walks of life. There are doctors, barristers, social workers – it's open to everyone. That has motivated me to stay”.

ICVs receive training on 'Equality and Diversity' and 'Unconscious Bias' as part of their induction, and are frequently sent links via the newsletter to bite size training sessions and distance learning on diversity and inclusion issues.

(Volunteer Inclusion 3.2, 3.3,)

- Supporting volunteers is another area where OPCC excels and volunteers wanted to share positive feedback about this aspect of the organisation, as well as the level of communication between OPCC and volunteers. As one volunteer said “The Volunteer Manager is nearly always available and very responsive. If she doesn't know the answer, she will come back with it at a later date. Other members of staff or the Volunteer Coordinator also pick up issues. Team meetings provide an additional confidence”.

Team meetings are seen as an effective way to share learning across the organisation about volunteers' experiences within different custody suites, have access to the Custody Inspector and to receive feedback about the issues that have been raised. A volunteer commented “Anyone can raise their hands on an issue – we're learning from each other and from the Volunteer Manager. It's very structured and organised. – so that you can reflect. Meetings are very supportive and they keep you updated about changes”.

Volunteers feel that they can make their views known through a number of mechanisms and have influence. An issues log is included in team meetings which enables volunteers to see the response to issues they have raised in the custody suite and how they have made a difference to the lives of people in custody. A 1:1 review meeting with volunteers, focuses on their experience within the role and their feedback on possible improvements or concerns they may have. When changes are made to the Scheme, volunteers are thoroughly consulted, such as the ICV led working group for the ICV Custody App. Volunteers have the opportunity to influence and discuss the policies and practices that govern the Scheme and examples were provided of this happening such as the procedure for introducing translation sheets.

All training sessions and events are followed up by evaluation forms asking for feedback and suggestions. It was also noted that the organisation is proactive in making use of the feedback from exit interviews for its annual reporting and to consider change.

Volunteers receive feedback on their own volunteering through 'observed visits' which take place at a 6 monthly review stage and identify potential training requirements.

(Supporting volunteers 5.1, 5.2, 5.3, 5.4, 5.5, 5.6)

- One of the other elements of the volunteering programme that is rated very highly by volunteers is the quality of the training that they are able to access, the peer support that is enabled through team meetings and the culture of continuous improvement. Volunteers commented – “The training is so good” and “Knowing that the issues we have raised have been picked up and actioned is the most rewarding aspect of the role. They are always reported back and we are kept in the loop which is most important. We know our eyes are beneficial to the system”.

OPCC shows its commitment to increasing the skills and knowledge of its volunteers through a training strategy specific to volunteers, which includes a regular schedule of refresher training and the option of training on more specialist subjects such as the advanced use of custody records.

Volunteers are able to compile a record of their knowledge and achievements through training certificates and can enjoy the development opportunities as new volunteer roles come into existence. The quality of the training on offer, opportunities for development and influence, motivate volunteers and lead to high levels of volunteer satisfaction.

(Valuing and developing volunteers 6.1, 6.2, 6.3, 6.4,)

Continuous development and improvement

Suggestions for continuous development and improvement are offered to help the organisation be even better than it already is in relation to involving volunteers. The adoption of these suggestions and progress against them will be followed up on and more fully explored during the renewal assessment in three years' time. The numbers in brackets refer to the quality area and specific practice of the Investing in Volunteers standard.

- The organisation is very clear about the benefits that volunteers bring to the ICV. It could be clearer about the benefits that volunteers receive from their volunteering experience in relation to skills gained and contribution to their future aspirations.

Development: This would help communicate the full value of the volunteering programme, and help when promoting the roles by communicating the key benefits that volunteers have gained from their experience. (**Vision for Volunteering 1.2, Valuing and developing volunteers 6.5**)

- The impact of volunteers is communicated through the annual report to the Police and Crime Panel in the way of volunteer hours, hours with detainees and issues resolved. OPCC could also include the economic value of volunteers to the scheme, comparing volunteer's hours to the cost of an external audit process. An impact report might also include the benefits to the volunteers, such as volunteering as a route into employment. The retention rates for volunteers at OPCC are impressive and this might be something that could be celebrated.

Development: This would help communicate the full impact of volunteering, economically, as well as the wider benefit to the volunteer and their aspirations. (**Vision for Volunteering 1.3**)

- The organisation has built a volunteer team which reflects well against people with protected characteristics. If the organisation wants to challenge itself further it could look at how it reaches across Leicester and Leicestershire on a geographical basis and how it might extend volunteer involvement to disadvantaged communities. Feedback from volunteers suggests that the scheme is not well known about and the new communications team may be able to help promote it to a wider range of people.

Development: This would help to ensure that volunteers reflect all aspects of the local community and build an even more inclusive culture. (**Volunteer Inclusion 3.1, 3.2, 3.3**)