Police Support Volunteers

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Policy Statement

Summary

The Force aims to increase the number of citizens, from all sections of the community, who support police officers and police staff to deliver local services. The active support of communities can be achieved by inviting volunteers from the local communities within West Yorkshire to act as additional resources and help the Force provide enhanced services on a 'no salary' basis.

Volunteering in the Force takes several forms, including:

- The Special Constabulary;
- Police Support Volunteers (PSVs);
- PSV Volunteer Police Cadet Leaders (PCLs);
- Community Volunteers (999CV); and
- Volunteer Police Cadets.

This policy procedure relates only to PSVs.

PSVs bring many skills and abilities to the organisation. They provide regular 'task' based support, usually within Force workplaces, which is additional to, or in support of, the regular work undertaken by full and part time staff.

Their involvement must complement the work of paid staff. They must not be used to displace paid staff or undercut staff pay and conditions of service.

PSVs are vetted and trained in line with their task description and are issued with a Force identification card ('Associate').

The Force has a responsibility to ensure:

- PSVs fulfil their potential and are happy in the tasks they perform; and
- PSVs are used appropriate and with due regard for any paid staff they may work alongside.

This policy aims to provide the framework for a robust approach to PSVs within the Force to ensure they are used appropriately, ensure the Force's structures and processes integrate PSVs into the extended policing family; identify ways in which volunteers can be effectively used to support the principles of Our Commitment and the priorities of Our Guide to the Future and set out guidelines to ensure regular attendance and retention of PSVs once trained.

Scope

This policy applies to all PSVs, police officers and police staff.

Principles

General

• The Force defines a police support volunteer as:

"An individual with no police powers who, through personal choice, gives time and energy to perform tasks for West Yorkshire Police without expectation or receipt of compensation, except for reimbursement of agreed out of pocket expenses.

Volunteering is based on choice so there is no mutuality of obligation i.e. the Force is not obliged to provide a role for the volunteer and the volunteer is not obliged to accept the proposed tasks".

Criteria

• A PSV must:

- o Be aged 18 years or over, unless they are part of the Force Band;
- o Be aged 16 years or over if they are part of the Force Band;
- Have been a UK resident for the last three years;
- Have a visa authorising them to perform unpaid work if they are from a non Europe Economic Area state;
- o Be physically and mentally capably of undertaking the tasks; and
- Undergo an appropriate level of vetting which will enable them to fulfil their task description.

• PSVs must not:

- Be placed in high risk posts;
- o Replace the roles of paid employees;
- Provide cover for vacancies, annual leave, sickness or abstractions through attendance at courses;
- Undertake the duties of paid staff during industrial disputes or other local disputes; or
- Perform tasks which require constant supervision by paid staff over an extended period of time.

Suitable Tasks

- The tasks assigned to a PSV must take into account their skills and abilities and be used to enhance the services the Force provides to communities.
- The district Chief Inspector in charge of the Citizens in Policing portfolio where a PSV is to be engaged is responsible for the assessment and authorisation of PSV tasks. It is their responsibility to ensure that tasks:
 - o Do not replace a role which has been lost due to redundancy;
 - Have been risk assessed (including IT access); and

- Add value to the performance of the district, by enhancing services and/or helping with increasing confidence and satisfaction within communities.
- The Chief Inspector's authorisation and risk assessment will be recorded on a task description form.
- Areas in which volunteers perform tasks include:
 - Providing support to victims of crime;
 - Making contact with victims of anti-social behaviour;
 - Community contact points;
 - o Crime reduction advice;
 - Assisting with neighbourhood watch schemes;
 - District 'In the Dock' returns;
 - Assisting in the co-ordination of the Volunteer Police Cadet programme;
 - Organising equipment at the public order training facility;
 - Administrative/clerical tasks e.g. filing, photocopying and creating newsletters or other publications;
 - o Providing property store assistance; and
 - o Conducting quality assurance dip sampling checks.
- This list is not exhaustive, and district and departmental senior leadership teams (SLTs) must continuously seek innovative ways in which to deploy PSVs within the guidelines.

Vetting

- Volunteers can work within any area of policing, subject to appropriate training and vetting clearance.
- All PSVs must be vetted to the same standards as members of police staff at either recruit/NPPV level 2 or management/NPPV level 3 standard.
- The majority of staff are vetted to basic level which allows the Force to conduct checks on the applicant and their family, and includes a credit reference check to ensure the applicant is not financially vulnerable.
- Staff who will have access to sensitive information must be vetted to management level.
- If a PSV's task description involves access to sensitive information, they must fulfil enhanced management vetting.
- In these cases, the PSV must complete:
 - o A full personal information questionnaire, form Per 64; and
 - A full financial questionnaire, form Per 66.
- PSVs undertaking the role of Police Cadet Leader require a DBS check.
 Supervisors must refer to the Volunteer Police Cadets policy for further guidance.
- Advice must be sought on an individual basis from the Vetting Unit regarding proposed sensitive volunteering opportunities to ensure the correct level of vetting is adopted.

Powers

 PSVs are not employees or sworn members of the Force so only have the powers extended by common law and statute to all citizens in England and Wales.

Management and Liaison

- District and departmental SLTs must appoint Citizens in Policing Liaison
 Officers (CIPLOs) to be the nominated officer for all matters relating to PSV
 management.
- CIPLOs are responsible for:
 - o Recruitment;
 - o Selection;
 - o Co-ordination;
 - o Training;
 - o Some supervision; and
 - o Administration.
- The Health and Wellbeing Co-ordinator (Chaplaincy and TRiM) will fulfil the functions of the CIPLO role for the Force Chaplaincy.

Use of a Vehicle

- In certain circumstances, PSVs will be permitted to drive police vehicles.
- This must be reviewed on an individual basis and must be supported by a business case.
- The PSV must hold the relevant driving licence and obtain authorisation from their CIPLO, who must complete an AD1 form.
- To be able to drive a carrier, the volunteer must complete a half day course with Driver Training.
- In appropriate cases, PSVs will be assisted with transportation.
- In cases of difficulty, provided that PSVs comply with the Travelling expenses and time policy, they may use their private vehicles for transport purposes, but only on pre-authorised journeys.

Service Recognition

- PSVs are entitled to a long service certificate on completion of 9 years of service, as stipulated by the Medal Awards and Commendations policy.
- Districts are responsible for local service recognition awards.

Volunteer Undertaking

General

- A regular, long-term commitment of at least 12 months is expected. This
 may be negotiated and agreed locally between the district/department and
 the PSV.
- The commitment expected will form part of the PSV Volunteer Agreement.

Identification

- PSVs must wear a Force identity card at all times when on police premises.
 This will:
 - Clearly identify them as a police support volunteer ('Associate');
 - Clearly identify them as a Chaplain, if they are a member of Force Chaplaincy;
 - o Contain their photograph;
 - Have an orange background; and
 - Provide access via a 'proximity detector' to police premises. (Note: access may be restricted).
- They must never use a Force identity card to identify themselves outside of police premises or volunteer duties.
- If the PSV or the Force chooses to end the Volunteer Agreement, the PSV must give their identity card to their CIPLO. The identity card remains the property of West Yorkshire Police and steps will be taken to recover the card should it not be returned.
- If a PSV is inactive for three months or more, the Force identity card must be cancelled.

West Yorkshire Police Systems

 PSVs who access West Yorkshire Police systems, information and data via a computer or other electronic device must read the Information and Technology User agreement and abide by the Digital Policing policies listed within the agreement.

Responsibilities

Police Support Volunteer

Summary

• Failure to comply with the below expected standards may result in termination of the Volunteer Agreement.

Responsibilities

- When volunteering with the Force, PSVs must adhere to the same standards as police staff, as stipulated in the Dress and Personal Appearance policy.
- PSVs must:
 - Comply with the Force policy procedures relevant to their tasks e.g. those relating to the confidentiality of information;
 - Maintain high personal standards;
 - Be well turned out, clean and tidy; and

- o Dress appropriately for their tasks.
- In performing tasks, PSVs must:
 - Act with respect for the needs and feelings of others and with equal respect to all individuals regardless of their traditions, beliefs or lifestyles; and
 - Use appropriate language and behaviour in their dealings with WYP colleagues, members of the public and groups from the communities the Force serves.
- While volunteering with the Force, or in their own time, PSVs must not behave in a way which is likely to bring discredit on the police service.
- PSVs must report any proceedings for a criminal offence which are taken against them. Conviction for a criminal offence or the administration of a caution may result in the termination of the PSV Volunteer Agreement.

Uniform/ Specialist Clothing

- As a general rule, uniform is not issued to PSVs.
- Exceptions to this rule include PSVs undertaking public facing tasks, members of the Force Chaplaincy and Volunteer Police Cadet Leaders.
- There may be occasions where PSVs are given tasks which require particular clothing from stores e.g. protective footwear. On such occasions, the district CIPLO must liaise with Customer Services.
- If the PSV or the Force chooses to end the Volunteer Agreement, the PSV must return all items of uniform issued to them to the district CIPLO. All items of uniform remain the property of West Yorkshire Police and steps will be taken to recover them should they not be returned.

Citizens in Policing Liaison Officer (CIPLO)

Responsibilities

The CIPLO must:

- Administer the recruitment of volunteers and sent the relevant documentation to People Resourcing;
- Create a task description outlining the volunteer's main tasks and forward this on to the senior leadership team single point of contact (Chief Inspector with responsibility for Citizens in Policing) for approval and for authority for any IT training to be granted;
- Arrange a meeting with the PSV to discuss their application and make recommendations regarding their appointment;
- Arrange and confirm placements and risk assess these where appropriate;
- Induct the PSV and ensure that they sign:
 - o A Volunteer Agreement;
 - o If appropriate, an employment disclosure; and
 - o If appropriate, a Working Time Regulations waiver;
- Inform People Resourcing of the volunteer's details, start date, location

and main tasks;

- On receipt of the PSV's employee number, update Dutysheet PSV and submit IT requests for the volunteer's Force ID card and computer systems access;
- Provide training as necessary;
- Monitor and evaluate the performance of the PSV during their initial introductory period as well as their subsequent placement;
- Review performance annually and discuss and agree areas where the PSV can be developed;
- Make regular contact with the PSV to show interest and appreciation of their work; and
- Review PSV activity monthly to ensure they are providing a regular commitment to WYP in keeping with their Volunteer Agreement and contact those who are unable to do so.
 - If a CIPLO has any concerns in this regard, they must review and suspend the PSV's access to building and computers via the IT Self Service portal.
 - Even where a PSV is providing regular commitment, the CIPLO must review their access to buildings and systems to ensure it is being used appropriately and in relation to the PSV's tasks.

Senior Leadership Team Single Points of Contact (SLT SPoCs)

Responsibilities

The SLT member (Chief Inspector with responsibility for the Citizens in Policing portfolio) must:

- Consider the task descriptions, training requirements and IT risk assessments under the PSV guidelines before:
 - Filling the volunteer position; and
 - Requesting any training courses;
- Approve task descriptions; and
- Authorise any IT training, if appropriate.

Personal Data

Data Protection

- A PSV's personal record must only contain information relevant to their application and selection, and this must not be disclosed to any individual without consent.
- The information must be stored in accordance with the principles of the Data Protection Act 2018. This legislation must be observed at all times.
- When a PSV leaves the organisation, their file must be destroyed after

three years. Their Dutysheet record must be resigned from the system when they leave the Force and deleted after six years.

Recording Hours Worked

- All PSVs must record their duties on Dutysheet.
- This can be done in the workplace or remotely from a home computer or smartphone.
- Dutysheet training must be provided by the CIPLO during the induction.
- If a PSV has any extenuating circumstances which prevent them from logging on to Dutysheet, they must discuss this matter with the district CIPLO.

Recruitment and Selection

Suitable PSV Tasks

- Individuals or departments who have identified suitable PSV tasks must liaise with the relevant district CIPLO to ensure that the tasks:
 - Are appropriate for volunteering; and
 - o Would also be approved by senior management.
- The CIPLO must:
 - Carry out any necessary checks with senior management;
 - Examine any existing applicants to see if any are suitable for available tasks; and
 - Proactively promote new opportunities within districts or departments to find a suitable volunteer.

History

The Force must apply the principles of the National Recruitment Standards
 Eligibility criteria for police recruitment and consistent recruitment practices.

Ineligible Occupations

- Some occupations may be incompatible with the role of a PSV. These are classed as ineligible occupations.
- NPIA circular 01/2011 provides an up to date list of ineligible occupations as applies to special constables.
- This must be used as a guide when deciding if the applicant's occupation is incompatible with the role of a PSV.
- The occupations do not necessarily prevent an individual from applying to be a volunteer, as each application must be considered on its own merits to establish:
 - o Suitability for a volunteer role; and
 - o If there is any potential conflict of interest between their occupation and the tasks of a PSV.

- Any doubts about the eligibility of an occupation must be dealt with by contacting the People Department.
- Before making an appointment, it may be appropriate for the applicant to seek the approval of their employer.

Individuals with Disabilities

- The Force is keen to attract individuals with disability into volunteering.
- It is important that needs are met with regard to access, equipment and adjustments etc.
- In the initial discussion meeting, the CIPLO must ask if the PSV has any specific needs regarding their disability that require adjustments and reassure them that any needs will be supported.
- After the PSV has been approved for a position, and following the initial discussion, the CIPLO must supply the Occupational Health Unit with:
 - Details of the applicant; and
 - A report regarding the tasks they will be performing and any specific needs they have, to allow the process to be implemented for the necessary checks/adjustments. This must also be accounted for in the local risk assessment.

Recovering from Mental Health Issues

- Where an applicant is recovering from mental health issues, they must supply information from their:
 - o GP;
 - o Specialist; or
 - o Professional support group.
- This is to show that they are well enough to volunteer with the Force, and the type of work that would be appropriate to support their recovery.
- More frequent reviews must take place and include their support worker where appropriate.

Application Process

Summary

- The recruitment and selection process must ensure that appropriate use is made of the volunteer's skills and abilities.
- The process is administered by the People Department, Resourcing and supported as necessary by the district CIPLOs.

Process

Applications will be processed as follows:

- Districts or departments have a vacancy for a PSV, which is advertised externally or the CIPLO sources applicants locally.
- The applicant submits an application form.

- The CIPLO checks the contents of the application for eligibility and invites the applicant to an informal meeting to check their suitability for the task. The CIPLO sends vetting forms to suitable applicants.
- The applicant completes the vetting forms and provides proof of identity and residence. Forms must be submitted to the CIPLO.
- The CIPLO checks the vetting forms and applicant's proof of identity and residence documents.
- The CIPLO endorses these documents on the relevant page of the Per 64, and scan the completed forms and supporting documents and forward to People within 24 hours.
- People Resourcing and Force Vetting Unit process the application and vetting forms.
- People Resourcing allocate an employee number to volunteers who receive vetting clearance, and inform the CIPLO of vetting result and employee number.
- The CIPLO confirms appointment and arranges induction, submits IT requests for the PSV's Force ID card and computer access, if applicable, and creates a Dutysheet user account for the PSV.
- At induction, the CIPLO gives the PSV a Volunteer Induction Pack and arranges for the volunteer to sign:
 - A Volunteer Agreement;
 - o If appropriate, an employment disclosure;
 - o If appropriate, a 48 hour Working Time Regulations waiver; and
 - o Any relevant Force policy procedures.

Induction and Placement

Induction

- After selection, PSVs must be invited to their local police station for an induction meeting with the district CIPLO.
- The Volunteer Induction Pack issued must include:
 - An introduction to the Force;
 - The geographical structure of the Force;
 - Police rank structure;
 - West Yorkshire Police Statement of Purpose;
 - o 'Our Commitment';
 - Our Guide to the Future';
 - o Equality and diversity information;
 - Force policy procedures on Health and Safety and Protective Marking of information (Government Security Classification);
 - Management of Police Information (MoPI); and
 - o Standards.
- The Cadet Leader Induction pack must include the Force Volunteer Police

Cadets (VPC) policy, risk assessment and relevant procedures relating to the VPC scheme.

Further Information

- In addition, the CIPLO must provide further information on:
 - The Official Secrets Acts;
 - o Relevant aspects of the Data Protection Act 2018;
 - The Equal Opportunities policy;
 - o Expenses;
 - Volunteer task description;
 - Relevant district or department;
 - o Relevant Force policy procedures; and
 - o Relevant e-learning packages that must be completed by the PSV.

Introductory Placement

- After induction, the PSV must undergo an initial introductory placement.
- This will enable the Force to assess the volunteer's suitability and review their progress.
- Either party can terminate the placement at any time.
- At the end of the placement period, if both parties are satisfied, the Volunteer Agreement must be amended where necessary and form the basis of the PSV's future placement.

Terms of Agreement

Volunteer Agreement

- PSVs must sign a written 'Volunteer Agreement', which is agreed between themselves and their district CIPLO or their line manager.
- The agreement outlines:
 - The Force's obligations and responsibilities to the PSV; and
 - The PSV's responsibilities to the Force.
- The agreement is part of the PSV Induction Pack, which must be given to all PSVs at their initial induction.
- PSVs may have access to information whilst volunteering for the Force. This
 information must not be disclosed to anyone outside the Force, other than
 in accordance with the Force policy procedures.
- When in doubt, and particularly where there is the risk of harm to others, PSVs must seek advice from their line manager.
- **Note** The Volunteer Agreement does not create an employment relationship.

Working Time Regulations

• If applicable, PSVs must notify their employer of the hours they volunteer for the Force and sign a 48 hour waiver.

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- This is to ensure that they take adequate rest periods and breaks, and the aggregated hours worked include those they have worked as a volunteer.
- If a PSV is a serving member of police staff, they must seek permission from the Force to allow them to perform PSV duties by registering a business interest via a Per 5 form.
- In this case, it is both the PSV's responsibility and that of their manager to ensure they do not work excessive hours, and there is a sufficient rest period between the end of their PSV work and the start of their paid work.

Performance Reviews

- The Force retains the right to review a PSV's performance and, where necessary, at any time to:
 - o Terminate the Volunteer Agreement; or
 - o Decline their services or support.
- The reviews must take into account the PSV's:
 - Level of performance and commitment;
 - Individual risk assessment, which must include fitness and role compatibility; and
 - Disciplinary type issues.

Ending the Agreement

By the Volunteer

- PSVs may terminate their Volunteer Agreement at any time.
- The individual must notify the CIPLO of their intent and return any items of Force property in their possession.
- In the majority of circumstances, the PSV will be invited to discuss the reasons behind their decision in private with their line manager or CIPLO as appropriate.

By the Force

- The Force reserves the right to terminate a PSV's Volunteer Agreement with West Yorkshire Police at any time and without notice.
- In the majority of circumstances, notice will be given and the reasons for this discussed.

Notification

- The CIPLO must:
 - Cancel the volunteer's card access and submit an IT self-service request to remove the volunteer from the system;
 - Resign the volunteer from Dutysheet and update the notes section;
 and
 - o Recover the volunteer's ID card and uniform, if applicable.
- Once this has been completed, the CIPLO must complete a Per 16c form

and submit it to the Citizens in Policing Hub (CIP Hub).

• The CIP Hub must inform People so the relevant systems can be updated accordingly.

Exit Interviews

• Where appropriate the Force Exit Interview procedure will apply.

Computer Access and Training

Principles

- Access to basic computer functions i.e. log-in, email and Carm is usually standard on the PSV's placement through the IT Self Service portal.
- The CIPLO must request this on behalf of any PSV who needs it.
- PSVs authorised for computer access must complete the mandatory 'Use of Police Information and Systems' e-learning module on Bishopgarth.com.
- The CIPLO must ensure the PSV has been vetted to the correct level. **Note:** if either a police officer or police staff member requires a level of management vetting, a volunteer will require the same level if they are accessing the same type of information. Consult the Force Vetting Unit.
- SLTs have authority to give a PSV training appropriate to their task description, subject to this being risk assessed and the PSV having the appropriate vetting clearance.
- IT Training can accommodate requests for training on current courses.
- A process map of PSV IT access procedure can be accessed.
- The more sensitive IT systems have a robust process for authority, which places the responsibility for the risk assessing on the SLT SPOC.
- The process:
 - o allows for the system's 'gate keepers' to address any issues and grant authority before the Per 30 is submitted and the PSV is trained;
 - Uses the IT Self Service portal where a specific volunteer section is on the drop down; and
 - o Should be used for Niche, Steria Storm and Corvus.
- All relevant training information will be recorded on the HR IT system.

Expenses and Travel Allowances

Principles

- PSVs can claim expenses if they incur additional cost while performing their PSV functions.
- This would include expense incurred by purchasing additional food or in travelling to the place where their volunteer duties are to be performed.
- There is no definition for 'meal' and, therefore, it must be accepted that

- any form of food or drink purchased is to be classed as a meal for the purposes of the allowance being paid.
- If PSVs work more than four hours and beyond the length of time they were expected to, they are entitled to claim an allowance.
- This allowance is either refreshment or subsistence allowance depending on the additional length of time that the PSVs are acting in their volunteer capacity.
- Both allowances are flat rate allowances and are reviewed annually.
- The refreshment allowance can be claimed if PSVs are retained for two hours or more, but less than five hours.
- The amount that can be claimed is up to £6.87 for one meal, and £9.61 for two meals.
- The subsistence allowance can be claimed when PSVs are retained on duty for more than five hours in one duty period.
- The amount that can be claimed is up to £9.61 for 5 hours up to 8 hours, £13.94 for 8 hours up to 12 hours, and £22.96 for 12 hours up to 24 hours.
- PSVs must provide a receipt to prove they have incurred additional expense during the relevant volunteering hours.
- For information on PSV entitlement to travelling expenses, see the Travelling Expenses and Time policy.

Finance Claim Forms

- PSVs must complete a Fin 19 form to provide the Force with their bank account details so that payments can be made electronically by BACS transfer.
- All claims must be made by completing a Fin 7 form and submitting it with supporting documents e.g. travel tickets to the district administration section.

HM Revenue and Customs Tax on Mileage Allowance

- PSVs must pay tax, only if the allowances they receive during the tax year come to more than the expenses they incur driving for the organisation i.e. if they make a profit.
- A tax year runs from 6 April in one year to 5 April the next.
- Tax on volunteer expenses for motor vehicle use does not apply unless they do more than 10,000 miles, as the Force's mileage allowance matches the Revenue and Customs.
- Any volunteer claiming more than 10,000 miles per annum should seek guidance from HM Revenue and Customs.
- Note: it is the responsibility of the volunteer to ensure the appropriate tax due is paid direct to HM Revenue and Customs.

Other Forms of

• If the PSV does not have a vehicle and travels by public transport, then a public transport allowance is payable, and this amount is what they had to

Transport

pay for their ticket/fare.

- The claim must be made on the relevant finance form and the ticket/receipt must be attached as proof of the journey.
- Any taxi journey must be discussed with a line manager before it is used.

Insurance

 PSVs must ensure that their private car insurance provider is aware of their use of the vehicle to ensure they are covered for this type of use.

Health and Safety

Criteria

- The health and safety standards apply to PSVs as they do to the Force's paid employees.
- The Force will fulfil its obligations under the Health and Safety at Work Act 1974, by:
 - Carefully selecting and placing volunteers; and
 - Reserving the right to decline the services of any volunteer on grounds of suitability or safety.
- PSVs must be signposted and informed to read the Force Health and Safety policy.

Risk Assessments

- Existing risk assessments for the Force apply to PSVs.
- These must be reviewed before the PSV's placement to take account of any individual or special needs they may have.
- If a risk assessment shows that the risk to the PSV is different, the preventive and protective measures taken must reflect the different risks.
- The Force acknowledges HSE Guidance (HSG 192) and recognises that it is good practice for PSVs to be provided with the same level of health and safety protection as they would in an employer/employee relationship.
- This is irrespective of whether there are strict legal duties, however the Force reserves the right to implement any risk assessment recommendations on an individual.

Public Liability Insurance

- PSVs will be indemnified by the public liability insurance for cases of:
 - o Negligence;
 - Bodily injury to a third party; and
 - Loss or damage of property of a third party.

Illness or Injury

• If PSVs are certified medically unfit to work for their normal employer(s), they will not be permitted to work as a PSV unless they have written

- permission from the Department of Work and Pensions (decision maker).
- Each application to the Department of Work and Pensions must be considered on its own merits, however failure to seek approval may result in benefits being withdrawn.
- The Force's injury reporting and recording procedures will apply.

Concerns and Complaints

- About the Force PSVs have the right to raise concerns or complaints about any aspect of their work within the Force.
 - Such issues must be referred to the relevant district CIPLO or member of the district or departmental senior leadership team.
 - Force staff resolution procedures must be consulted if the complaint cannot be addressed informally.

About Volunteers

- Appropriate action may be taken against a PSV if they:
 - Infringe the rights of others;
 - Knowingly breach Force policy procedures; or
 - o Breach their agreement with the Force.
- Any report, allegation or complaint regarding the conduct of a PSV must be referred to and dealt with by their manager and their CIPLO informed as soon as possible.
- Key principles to resolving such problems include:
 - Prompt referral;
 - o Fairness;
 - Evidence based action;
 - Opportunity to participate and improve; and
 - o Proper support.
- As the nominated officer, the CIPLO must use Force policy to take action and bring about a resolution if necessary.
- The action may include:
 - o Discussion;
 - o Advice:
 - o Action plan; or
 - o Termination of the Volunteer Agreement.