**Performance and Resources Scrutiny Programme 2019/2020**

**Report to: the Office of the Police, Fire and Crime Commissioner for Essex**

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| **Title of Report:** | **Specials Recruitment – Quarterly Report** |
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| **Chief Officer** | **ACC Andy Prophet** |
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| **Date of Meeting:** | **27th June 2019** |
| **Author on behalf of Chief Officer:** | **Supt Cat Barrie** |
| **Date of Approval:** | **13th June 2019** |

1. **Purpose of Report**

Quarterly update on recruitment under the Special Constabulary Development Programme.

1. **Recommendations**

No specific recommendations arising.

1. **Executive Summary**

As of 10th June 2019 Essex Police Special Constabulary has a headcount of 512 officers. National Workforce Statistics, published in January 2019, show that Essex Police is now the second largest Special Constabulary in England and Wales. The statistics show that whilst there was a national reduction in headcount of 12.3% in the previous year, Essex Police had achieved growth of 22.1% and had the largest increase in numbers of any force in the country.

Over the period 1st March 2019 to 31st May 2019 Specials have contributed a total of 53,113 hours, a 48% increase on the same period in 2017/18. The last 3 months have seen a 43% increase in operational hours compared with the same period a year ago (36,805 operational hours). The hours worked by the Special Constabulary across this period was equivalent to having an additional 98 full time officers, who would attract an annual salary cost of £5.1m.

Essex Police received 246 new applications between 1st March 2019 and 31st May 2019. This is a decrease on the previous quarter by 22% when 302 applications were received. Recruitment of new Specials in the last 3 months has matched the forecasts provided in the recruitment timetable detailed at 9.0.1.

The greatest threats to continued growth remain regular recruitment and any diminishing impact of our recruitment campaign. In the last 12 months we have recruited 214 new officers. Our surveying suggests that circa 80% of those new starters intend to join the regulars. This suggests that there is a cohort of approximately 165 officers who have joined in the last year and are likely to have both an intention to join the regulars and the opportunity to do so, given the ambition of the force to grow by an additional 215 regular officers over the next 12 months.

The impact of regular recruitment on continued growth of the Special Constabulary will be mitigated through:

* Extensive media campaign over the next financial year to ensure we attract sufficient applications to overcome any additional losses to the regulars.
* The launch of a new media campaign that will specifically include those less likely to join as regulars e.g. those in their 30s and 40s who are earning in excess of £35k per annum.
* Developing the Detective Special Constable in SCD and throughout other investigative departments. 20 posts are available for roles within the Major Crime Team, Serious Organised Crime Unit and the Serious Economic Crime Unit in SCD. 61 applications were received for the 20 posts available and after shortlisting, 42 candidates (32 external and 10 internal) were interviewed during May. 20 successful candidates have been offered roles and the remaining candidates, who have passed the criteria, have been offered opportunities in Criminal Investigation Departments (CID) or as a regular Special. The training package will incorporate a combination of frontline and investigative modules designed to prepare them for their specialist role. Internal candidates will start in SCD on 01st September and 01st November. The external candidates will commence training between July-October (subject to vetting checks) and after the 4 month foundation training has been completed, will start in SCD, CID or on a District from November 19 onwards. There are three tiers to the Detective Pathway. Applicants are expected to start at Tier 1 and, should they wish and after successful completion of their PDP, progress through Tiers 2 and 3. Tier 3 sees applicants achieving “Detective” status, equivalent to a Detective Constable. The role of each Tier will build upon the requirements of the last – relevant training will be provided to enable progression. This campaign has attracted a diverse range of candidates, see section 9.0.1 for further details.
* A further recruitment campaign for SC Detectives in Local Policing Areas (LPAs) and the Crime & Public Protection Unit (CPPU) is being planned in the next 2 months.
* Maintaining focus on improving the volunteer experience and retention of those that do not intend to join the regulars.

We have appointed Havas People to deliver our recruitment campaign for 2019/20. Their campaign will primarily focus on targeted social media advertising across Facebook, Messenger, Instagram, Twitter and LinkedIn, using a new creative concept and moving away from #MyOtherLife. The campaign was launched on 17th June 2019 and will run for 6 months and the concept is based on ‘stop sitting v start doing’. For example, “Stop scrolling, start patrolling”, “Stop changing channels, start changing lives”, and “Stop staring, start caring”.

Looking beyond March 2020, sustaining a headcount of 600 or more Special Constables beyond 2020 is likely to require recruitment of 180 new Special Constables per year (achieved through 800 applications per year). The Specials Development Programme is resourced to deliver headcount growth, so savings will be available in relation to recruitment and training posts once we reach a ‘headcount maintenance’ position (albeit some savings will be delayed as the training legacy of new starters will run into 2020/21).

The table below provides indicative costings for maintaining a headcount of 600 officers and an estimate of the return on that investment (measured in terms of equivalent regular salary). This is explored in more detail in section 9.0.2.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2019/20** | **2020**  | **2021+**  |
| Special Constabulary Costs[[1]](#footnote-1) | £1,772,000 | £1,620,000 | £1,527,000 |
| Special Constabulary Value Added[[2]](#footnote-2) | £5,870,000 | £6,340,000 | £6,340,000 |

The ability of the force to maintain a headcount of 600 will be predicated on the following:

* The regular recruitment strategy – the presumption is that where regular recruitment stops or slows, Specials recruitment will increase, and vice-versa.
* Investment in retention – where other forces have seen a period of substantial growth it has been followed by a period of reduction as they have also removed investment in retention (achieved through paid staff to support the Specials and through commitment to training and integration).
* The volunteer recruitment environment - our recruitment campaign will have been running since May 2017, but will still need to attract 800 new applications every year. This is a substantial requirement and there is a risk of reducing return on investment as the campaign continues.

Changes to any of the above will have a significant impact on headcount maintenance, however, the return on investment in terms of salary equivalent suggests that continued investment in the Special Constabulary is worthwhile and achieves value for money.

**4.0 Introduction/Background**

In September 2016 the headcount of the Special Constabulary was 350 officers. The intention of the Special Constabulary Development Programme has been to double that headcount to 700 officers by March 2019. This was the ambition and the change to the recruitment landscape in relation to opportunities to join the regular constabulary has limited our growth. In September 2018 the Performance & Resources Scrutiny Programme accepted a recommendation that the PFCC and Essex Police adjust the ambition to a target of 600 active specials by March 2020 with a stretch target of 700.

National Workforce Statistics, published in January 2019, show that Essex Police is now the second largest Special Constabulary in England and Wales, behind only the Metropolitan Police and 56 officers larger than the next biggest force (TVP). The statistics show that whilst there was a national reduction in headcount of 12.3% between October 2017 and September 2018, Essex Police had achieved growth of 22.1% and had the largest increase in numbers of any force in the country. Essex Police was one of 10 forces nationally to achieve any growth and our increase in numbers was double that of the next closest force. We have more Specials in Essex than in the whole of Wales and in the whole of the North East region.

This report will focus on current recruitment activity and plans over the next period and address the actions arising from the last board: “review the current recruitment model for Community Special Constables and to reflect on a 3 month national review on Specials”.

**5.0 Current Work and Performance**

**5.1 Recruitment**

Essex Police received 246 completed applications between 1st March 2019 and 31st May 2019. This is a 22% decrease from 302 applications in the previous quarter (in 2017 we operated a very different application process so comparable data is not available). The last report to the P&RS set out the recruitment timetable for the remainder of the 2018/19 financial year:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **No.** | **In** | **Out** |
|  | Mar 19 | 500 | 24 | 7 |
|  | Apr 19 | 516 | 16 | 7 |
|  | May 19 | 521 | 16 | 7 |
|  | Jun 19 | 526 | 24 |  |
|  | Jul 19 | 531 |  |  |
|  | **Totals** |  | **80** | **21** |

(No. shows predicted headcount at the start of each month)

The current headcount of 512 shows that we remain set to deliver a headcount of 526 officers by the end of June 2019.

In the last 3 months we have continued the marketing and outreach work from the previous quarter:

**Media Attraction**

* We have introduced an approach linking our recruitment adverts to seasonal, national or other events. This has seen us put together social media posts around International Women’s Day, Easter, ‘wish you were here’ postcards and National Specials Weekend. We continue to support these adverts with additional boosting to target communities.
* We have launched new opportunities for Specials to join SCD directly following attestation. They undertake the same initial training as all other Specials and will qualify for independent patrol on the same operational criteria, but they are able to support SCD far earlier than normal. 61 applications were received for the 20 posts available and after shortlisting, 42 candidates (32 external and 10 internal) were interviewed during May.

20 successful candidates have been offered posts in Major Crime Team, Serious Organised Crime Unit and the Serious Economic Crime Unit within SCD and the remaining candidates who have passed the criteria have been offered opportunities in CID and the regular Specials.

Internal candidates will start in SCD between 01st September and 01st November. The external candidates will commence training between July-October (subject to vetting checks) and take up post after the 4 month foundation programme has been completed. This recruitment campaign has attracted a diverse range of applicants as detailed below:-

|  |  |  |
| --- | --- | --- |
| **Age profile external candidates** | **No. of candidates** | **%** |
| 18 – 29 | 19 | 31 |
| 20 – 39 | 16 | 26 |
| 40 – 49 | 13 | 21 |
| 50 – 59 | 5 | 8 |
| 60 – 69 | 6 | 9.8 |
| 70 - 79 | 1 | 1.6 |
| No age provided | 1 |  |

63% of applicants were female.

(34% of total SC applications in 2019 have been female)

6.55% of applicants were BAME.

(9.8% of total SC applications in 2019 have been BAME)

* We have made use of Facebook “instant experience” adverts, a full page advert on that platform to better capture the attention of users.
* We continue to promote good news stories involving Specials and to promote the specific roles and activities of different Specials which has been prominent during National Specials Weekend.
* We have created a recruitment video filmed during National Volunteer Week and this is being actively used on social media platforms.
* Two new Community Special Constables have been launched in June at Hullbridge and Canvey Island with patrols alongside the Police and Fire Crime Commissioner and the Chief Executive.
* Through April and May we have commissioned a series of newspaper advertisements and linked online adverts through Essex Gazette and Essex Live.

**Recruitment Outreach**

* We have attended 17 Outreach Events in this period at Colleges & Further Education Establishments at South Essex College (Southend), Canvey Island, South Woodham Ferrers, Harlow and Stansted Airport. Experience over the last two years show that these types of event are the most beneficial in attracting applications.
* We held a Recruitment Information Event at Essex Police College, which was attended by 55 members of the public.
* We also held a Recruitment Information Event for Cadets who are interested in joining the Specials.
* We attended an Essex Police Careers Evening at Anglian Ruskin University which attracted 300 people.
* The Easter campaign generated 8 applications and International Women’s Day 6 applications.
* The Neighbourhood volunteers Campaign in April was focused at Basildon communities and attracted 30 expressions of interest and we are in the process of following up those interested in being a Special Constable.

**Employer Supported Policing (ESP)**

* 21 businesses (including Essex Police) are now committed to providing their staff with paid time off to volunteer as Specials in Essex (16 more than 12 months ago and 2 more since the last reporting period). 79 officers now benefit from Employer Supported Policing scheme of which 44 are from Essex Police (26 more than 12 months ago and 8 more since the last reporting period). 128 ESP duties have been completed within this period (81 Essex Police, 47 external business) culminating in a total of 1042 hours (692 Essex Police and 350 external business). This has increased by 27 duties /27% and 408 hours/64% since the last reporting period.
* Recently signed-up employers include Colchester Borough Council and East of England Co-op.
* East of England Co-op conducted an internal recruitment campaign which resulted in 1 candidate signing up for Essex and 5 others for Suffolk/Norfolk. This will be developed further as Co-op are keen to expand in ESP.
* ESP co-ordinator Les Hawkins has engaged with the ECFRS on call firefighter co-ordinator and they both presented at a Business Engagement Event supported by Essex Chambers of Commerce with future collaborative plans for later in the year.
* Les Hawkins was a guest speaker at the National ESP Conference in Manchester in May to outline his role and successes. Hertfordshire and Thames Valley Police are now submitting bushiness cases for this role.

**Community Special Constables (CSC)**

* We now have 37 Parish or Town Councils signed up to Community Special Constables (CSCs) from across the county (an increase of 3 in the last reporting period).
* A further 6 councils have committed to the scheme and are preparing recruitment adverts.
* A further 10 councils have expressed an interest and we await their final decision.
* Over the last 3 months we have received 24 applications for CSC roles directly through a Parish Council or Essex Police website (increase of 7 in the last period). Of these 24, 4 have passed the assessment centre and have dates to commence foundation training. The remainder have either failed a part of the process or have withdrawn.
* We currently have 3 officers in post foundation training with a view to starting with Buckhurst Hill, West Mersea and West Bergholt Parish Councils in the near future.
* Witham remains the flagship council area for CSC with 3 independent officers deployed. Over the last 12 months they have contributed a total of 650 hrs to local, visible and accessible policing in that area and we celebrated the 1st anniversary on 05th June 2019 alongside Deputy Police and Fire Crime Commissioner Jane Gardner, the Leader of Witham Town Council Michael Lager and Superintendent Cat Barrie.
* On 10th June 2019, there were 6 active CSC officers with a further 1 CSC officer for Billericay due to be launched in July.
* Superintendent Cat Barrie has reviewed the current recruitment and conversion rate and an action plan is underway to focus on 4 key strands to assist parish and town councils – engagement, recruitment, current cohort of applicants, and communication.

Engagement activity will include:-

* Engagement and attendance at Essex Association of Local Council meetings – Les Hawkins and Cat Barrie.

To attend with an existing CSC at AGM on 19th September 19.

* Provide SC working data and infographics each month to Jock Gibson for evidence of public engagement.
* Invite Parish Councils and Town Councils to SC Attestation Ceremonies.
* Include a new award for Parish Council/Town Councils at annual SC awards event.
* Keep CPT INS and District Commanders updated with CSC progress.
* Arrange for a CSC event in Autumn 19 to showcase best practice.
* Monitor progress via the Specials Constables Development Board

Recruitment activity will include:-

* Create a tool kit of posters and case studies with existing CSCs

for online and hard copy use.

* Work with Parish/Town Councils to identify the best recruitment opportunities and to have a recruitment stand/on line link to apply.
* Arrange ride along for interested candidates.
* Prepare a guide with top tips for media use and recruitment.
* Create a buddy system between Parish/Town Councils to share best practice.
* Hold an internal recruitment campaign within the existing Specials cohort for expressions of interest.

Communication activity will include:-

* Send ‘My Other Life’ monthly newsletters to EALC for updates on CSC and ESP Specials.
* Consider possible collaborative CSC posts between Parish/Town Councils.
* Provide more clarity of progress in the monthly updates to Councils.
* Send toolkits to EALC and Parish/Town Councils.
* Send Specials Infographics to EALC.
* Encourage existing CSCs currently in foundation training to maintain a relationship with Parish/Town Council until they have achieved independent patrol and are in post.
* Encourage all CSCs to provide updates to Parish/Town Councils via social media/hard copy.
* Include monthly articles on CSCs in the monthly SC newsletter.

Current cohort of applicants’ pipeline activity will include:-

* Provide enhanced recruitment support for 5 Parish/Town Councils who have been unsuccessful in recruiting to date.
* Ensure that the CSC coordinator has monthly contact with current CSC Specials to maintain engagement.
* Assign a buddy to CSCs whilst in training.
* Monitor the completion rate of CSCs Personal development Portfolio (PDP) to ensure that they reach independent patrol as soon as practicable.
* Provide extra support to CSC candidates from the Personal development Officers (PDOs).
* Encourage CSCs in training to have a social media account to keep their Parish/Town Council updated of progress from their training station.
* Encourage CSCs in training to attend Parish/Town meetings and to patrol with their tutor in appointed area when appropriate.

Activity is already underway in a number of these strands and will be progressed each week under the direction of Supt Barrie with ESP & CSC Coordinator Les Hawkins. The purpose of this action plan is to ensure that Parish/Town Councils have appropriate support from Essex Police and other Parish/Town Councils to recruit a CSC and then build the professional relationship.

**5.2 Performance**

Over the last 3 months (1st March 2019 to 31st May 2019) Specials have contributed a total of 53113 hours, a 48% increase on the same period in 2017/18. The operational contribution over the last 3 months has amounted to 36805 hours (a 43% increase). The Specials have recorded 19548 hours of high visibility policing over this time, a 31% increase over the same period last year.

The hours worked by the Special Constabulary across this 3 month period is equivalent to having an additional 98 full time officers, who would attract an annual salary cost of £5.1m.

Over the last 3 months, 76.6% of Special Constables have volunteered at least 16hrs a month compared to 76.1% over the same period last year. This compares favourably with a national engagement rate of 50%. Specials are asked to work at least 16hrs per month, however, in the last 3 months Essex Specials have volunteered an average of 34.5 hrs per month each, up from 23.2 hrs per month in the equivalent period in 2017/18 (11.3 hours extra/48% increase).

Between 1st March 2019 and 31st May 2019, 23 Specials have left the Special Constabulary. 11 of these did so to join the regulars; 12 left for personal reasons (ranging from medical reasons, to changes in personal circumstances and changes in work-life balance). Our annual turnover rate is currently 25.3%, a slight increase on our performance over the last 12 months. We have reviewed each case in-depth to determine whether there is anything systemic that we can influence to improve retention.

**6.0 Implications (Issues)**

The greatest risk to the continued growth of the Special Constabulary remains the recruitment of regular officers.

The last 12 months has seen a steady growth, moving from a headcount of 439 in May 2018 to 512 at the end of May 2019, despite 127 leavers. We have recruited 214 new officers[[3]](#footnote-3) in the last 12 months and both our surveying and anecdotal evidence suggests that circa 80% of those new starters intend to join the regulars.

Specials can apply for the regulars once they have successfully completed 80% of their professional development portfolio (PDP) and achieved independent patrol status. This process takes between 12-18 months to achieve from date of joining, although can be completed sooner. This suggests that there is a cohort of approximately 171 officers who have joined in the last year who have an intention to join the regulars. With the ambition of the force to grow by an additional 215 regular officers over the next 12 months there is a significant risk that we will see increased attrition from existing Specials achieving independent patrol status and applying for the regular force. Independent Patrol Status (IPS) is a landmark for potential applicants, both as a qualifying criteria for those who do not have the necessary academic qualifications and in allowing new starters to start their regular service at a higher pay point. IPS is normally achieved after 12-18 months of service.

The threat this poses to continued growth of the Special Constabulary will be mitigated through:

* Extensive media campaign over the next financial year to ensure we attract sufficient applications to overcome any additional losses to the regulars.
* A media campaign that will specifically target those less likely to join as regulars e.g. those in their 30s and 40s who are earning in excess of £35k per annum.
* Maintaining focus on improving the volunteer experience through development of specialist roles and retention of those that do not intend to join the regulars.

Special Constables joining the regulars should be considered a success for Essex Police – it is a legitimate route into the force and allows Essex Police to recruit officers that are already vetted, have proven capability in the role and who know they want to remain in the organisation - however, it is likely to continue to adversely impact on the specific ambitions for the Special Constabulary.

In the last two reports to this board we reported on concerns of a steady decline in the conversion rate from “apply now” clicks to actual completed applications (SF:App Ratio). This had improved from 15% reporting period of Sep 18 to Nov 18 to 22% in the period of Dec 18 to Feb 19. In response we made some amendments to the Success Factors landing page to give some clearer information and encourage application. In the last 3 months, this has slightly reduced to 20%. Previously, there had been no mechanism to follow up contact with candidates who did not click ‘apply now’ and this has been addressed through the external recruitment plan over the next financial year though a monitored programme.

**6.1 Links to Police and Crime Plan Priorities**

The Police and Crime Plan 2016-20 states that the PFCC will: “boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community”.

The Special Constabulary has grown by 46% since September 2016. Whilst this is not as significant as intended at the outset of the programme, set within the context of a significant reduction in numbers of Specials nationally and our active recruitment of regular officers, this stands as a considerable achievement.

We already have Special Constables aligned to all our DPA Community Policing Teams. The Community Special Constables initiative is gaining more traction as more applications are received and officers who applied for that scheme attest. Our Community Special Constables initiative is now seeing officers recruited to work on an even more localised area in Witham, Halstead, Hullbridge, Canvey Island, Billericay, Buckhurst Hill, West Bergholt and West Mersea, with more to come.

Plans to develop the conversion rate for existing CSC candidates and to provide support for parish and town councils is now underway and it will result in an action plan of activity over the following through a tool kit.

**6.2 Demand**

The impact on demand is best measured through contribution of operational hours. The improvements in operational performance were described in section 5.2.

**6.3 Risks/Mitigation**

The following red risks are identified on the force risk register and the action being taken to mitigate these risks is detailed in section 5.1 and 9.0.1:-

|  |  |  |  |
| --- | --- | --- | --- |
| URN | Score | Risk | Rationale |
| 1196 | 40 - Red | Unable to meet the Special Constabulary establishment target due to Force recruitment. | Surveying continues to show that the majority of Specials are joining with a future intention to join the regulars - 80% of new starters tells us they intend to join up. In the last 12 months we have seen 46 officers leave to join the regulars, this is equivalent to 27% of new starters over the same time period. As officers who have been recruited under the current campaign reach independent patrol status we anticipate seeing an increased number of applications. Anecdotally the recruitment team state that there is an increase in the number of Specials applying for the regulars. |
| 1659 | 40 - Red | Regular recruitment compromising Specials recruitment | Subject to local and national funding decisions, Essex Police hopes to increase establishment beyond 3,200 officers in the next 12 months. This means that the current regular recruitment campaign will continue. The launch of the #FitTheBill campaign saw a marked reduction in applications to the Specials and reduced the capacity for Specials recruitment messages on our social media platforms.  |

**6.4 Equality and/or Human Rights Implications**

There are no specific equality or human rights implications in this paper.

**6.5 Health and Safety Implications**

There are no specific health and safety implications in this paper.

**7.0 Consultation/Engagement**

* Becky Humphreys & Allison Bentley – Human Resources (HR Resourcing)
* Pru Witherspoon – Media
* Jason Poole – Learning & Development
* Les Hawkins – Supported Policing Champion
* David Stovell – Corporate Finance

**8.0 Actions for Improvement**

The action taken to sustain recruitment over the last quarter has been summarised in section 5.1 above.

**9.0 Future Work/Development and Expected Outcome**

**9.0.1 Recruitment 2019/20**

The 2019/20 Recruitment Timetable is set out as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **No.** | **In** | **Out** |
|  | Apr-19 | 516 | 16 | 11 |
|  | May-19 | 521 | 16 | 11 |
|  | Jun-19 | 526 | 16 | 11 |
|  | Jul-19 | 531 | 30 | 11 |
|  | Aug-19 | 550 | 16 | 11 |
|  | Sep-19 | 555 | 25 | 12 |
|  | Oct-19 | 568 | 16 | 12 |
|  | Nov-19 | 572 | 16 | 12 |
|  | Dec-19 | 577 | 16 | 12 |
|  | Jan-20 | 581 | 25 | 12 |
|  | Feb-20 | 593 | 16 | 12 |
|  | Mar-20 | 597 | 16 | 12 |
|  | Apr-20 | 601 |  |  |
|  | **Totals** |  | **224** | **139** |

 (No. shows predicted headcount at the start of each month)

As agreed by the P&RS board in September 2018, we have explored options for an external marketing company to deliver the campaign over the next financial year. **Havas People** are our current procured service provider, they have set out a proposal to meet the recruitment objectives for 2019/20 that would move away from the successful #MyOtherLife brand. The Havas campaign would primarily focus on targeted social media advertising across Facebook, Messenger, Instagram, Twitter and LinkedIn, however, Essex Police would still have the demand of creating those posts from the creative material sent from Havas. In addition Havas’ proposal will make use of sponsored keywords and advertisement on search engines and advertising on job boards such as jobsinessex.com and totaljobs.com. The purpose of this campaign is to enhance the number of applications and the website work aims to deal with the specific challenge of reduced clicks. This data will then analysed to make any necessary adjustments to recruitment processes. In addition Havas have made recommendations on how to improve our Specials website to make the most of traffic driven to the site by the campaign. We are working with our media department to introduce those changes that are compatible with the Single Online Home. This recruitment campaign was launched on 17th June 2019 and will run to December 2019.

**9.0.2 Beyond 2020**

Based on current turnover, maintaining a headcount of 600 or more Special Constables beyond 2020 is likely to require recruitment of **180 new Special Constables per year**.

Based on current recruitment attrition, **800 applications a year** would be required to achieve these 180 new starters. This is equivalent to the number of applications received in 10 months between April 2018 and January 2019.

Maintaining a 600 headcount would be achieved through the following timetable:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **No.** | **In** | **Out** |
|  | 28% |
|  | Apr-20 | 600 | 16 | 14 |
|  | May-20 | 602 | 16 | 14 |
|  | Jun-20 | 604 | 16 | 14 |
|  | Jul-20 | 606 | 0 | 14 |
|  | Aug-20 | 592 | 28 | 14 |
|  | Sep-20 | 606 | 16 | 14 |
|  | Oct-20 | 608 | 16 | 14 |
|  | Nov-20 | 610 | 16 | 14 |
|  | Dec-20 | 611 | 0 | 14 |
|  | Jan-21 | 597 | 16 | 14 |
|  | Feb-21 | 599 | 16 | 14 |
|  | Mar-21 | 601 | 26 | 14 |
|  | **20-21 Totals:** |   | **182** | **169** |

The Specials Development Programme is currently resourced to deliver headcount growth, so it is likely that some savings can be made in relation to recruitment and training posts once we reach a ‘headcount maintenance’ position. In relation to training, any reduction in capacity will be delayed as the impact of 2019/20 growth will have a significant training legacy into 2020/21 (new starters in February and March 2020 will require foundation training and patrol assessment into the next financial year).

The below tables show indicative of costs associated with maintaining a headcount of 600 Specials and a simple calculation of the return on investment we can expect:

|  |  |  |  |
| --- | --- | --- | --- |
| **Cost Area** | **2019/20 Cost[[4]](#footnote-4)** | **2020 Cost** | **2021+ Cost** |
| PayRecruitment, Vetting, Training, Retention  | £889,000 | £765,000 | £672,000 |
| Non-payAllowances, Mileage, Uniform, Medicals etc | £798,000 | £815,000 | £815,000 |
| MarketingCreative, Social Media, Print Media, Events | £85,000 | £40,000[[5]](#footnote-5) | £40,000 |
| **Totals** | **£1,772,000** | **£1,620,000** | **£1,527,000** |

N.B. Costs are based on today’s amounts and do not take account of inflation or wage increases

|  |  |  |  |
| --- | --- | --- | --- |
| **Value Added** | **2019/20** | **2020**  | **2021+**  |
| Productive Hours Volunteered[[6]](#footnote-6) | 169,000 | 182,000 | 182,000 |
| Equivalency in Regular FTE[[7]](#footnote-7) | 112 | 121 | 121 |
| **Equivalent in Regular Salary[[8]](#footnote-8)** | **£5,870,000** | **£6,340,000** | **£6,340,000** |

The ability of the force to maintain a headcount of 600 will be predicated on the following:

* The regular recruitment strategy – the presumption is that where regular recruitment stops or slows, Specials recruitment will increase, and vice-versa.
* Our investment in retention – where other forces have seen a period of substantial growth it has been followed by a period of reduction as they have also removed investment in retention (achieved through paid staff to support the Specials and through commitment to training and integration)
* The volunteer recruitment environment - our recruitment campaign will have been running since May 2017, but will still need to attract 800 new applications every year. There is a risk of reducing return on investment as the campaign continues.

The below table shows the financial picture for the Specials Constabulary Business Case over the last 3 years.



Changes to any of the above will have a significant impact on headcount maintenance, however, the return on investment in terms of salary equivalent suggests that investment in the Special Constabulary is worthwhile and achieves value for money.

**9.1 National Overview**

The national lead for Citizens in Policing is Chief Constable Lisa Winward and Deputy Chief Constable Richard Debicki is the lead for the Special Constabulary. Academic research is provided by Dr Iain Britton, Lead Researcher for Citizens in Policing, Institute for Public Safety, Crime and Justice which encompasses all categories of volunteering in policing.

As of 10th June 2019 Essex Police Special Constabulary has a headcount of 512 officers. National Workforce Statistics, published in January 2019, show that Essex Police is now the second largest Special Constabulary in England and Wales.

The statistics show that whilst there was a national reduction in headcount of 12.3% in the previous year, Essex Police had achieved growth of 22.1% and had the largest increase in numbers of any force in the country.

Ten forces, including Essex Police have shown a growth in Special Constable headcount in the last year.

Nationally, there are 11029 Special Constables (Home office data published 24 January 19 for the period of Sep 17-Sep 18) and this has decreased by 12.5% from the previous year.

The Special Constable National Working Group has representatives from regional areas and are developing a working strategy for 2019-2023 which is focused on the following areas:-

* Capacity
* Contribution
* Capability
* Consistency
* Connectivity

In addition, an action plan is underway on the following work streams:-

* Improving attraction & recruitment into the Special Constabulary.
* Improving pathways between the Special Constabulary & Regulars
* Defining national competency requirement and standards & building a national framework for initial training and competency development
* Improving the attraction, contribution, experience and retention of ‘career’ Special Constables. Supporting the development of specialist roles, training and contribution.
* Developing a consistent and effective model of leadership and rank across the Special Constabulary.
* Building a model of effective formal representation & wellbeing support for Special Constables.
* Enhancing recognition of the Special Constabulary, developing a national communications strategy, and improving the engagement of Specials giving Special Constables more of a ‘voice’.
* Enhancing the equality and diversity of the Special Constabulary.
* Developing a ‘value framework’ across the Special Constabulary.
* Further developing Special Constable inter-operability across forces & of national deployment of the Special Constabulary
1. Calculated based on all identifiable and attributable costs of the Special Constabulary [↑](#footnote-ref-1)
2. Based on salary costs of FTE regular officers working an equivalent number of productive hours as Specials [↑](#footnote-ref-2)
3. Data obtained from Duty Sheet [↑](#footnote-ref-3)
4. Agreed budget for 2019/20 [↑](#footnote-ref-4)
5. Likely budget required to attract 800 applications based on 2018/19 cost per application (£45) [↑](#footnote-ref-5)
6. Total hours, less training (Total hours estimated based on 30hrs/mth/officer; training estimated based on 16% total hours) [↑](#footnote-ref-6)
7. Productive hours divided by equivalent productive hours of a regular officer per year (1508hrs/yr as per NPCC) [↑](#footnote-ref-7)
8. Equivalent regular salary based on FTE multiplied by ready reckoner salary (£52,434 for a Police Constable) [↑](#footnote-ref-8)