

Performance and Resources Scrutiny Programme 2019/20

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 Rachel Nolan |
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| Author on behalf of Chief Officer: | Supt Cat Barrie |
| Date of Approval: | 8th June 2020 |

1.0 Purpose of Report

Quarterly update on recruitment under the Special Constabulary Development Programme.

2.0 Recommendations

No specific recommendations arising.

3.0 Executive Summary

As of 31st May 2020, Essex Police Special Constabulary has a headcount of 512 officers. National Workforce Statistics, published in January 2020, show that Essex Police is still the second largest Special Constabulary in England and Wales after the Metropolitan Police Service.

The gender breakdown for Specials is 175 females (34%) and 337 males (66%) which indicates that our female ratio is improving due to targeted media campaigns to highlight role models and specialist opportunities.

Over the period 1st March 2020 to 31st May 2020, Specials have contributed a total of 58,598 hours, a 10% increase on the same period in 2019. The last 3 months has

seen an increase of 33% in operational hours worked (48,952 operational hours) and an increase of 26% in high visibility hours compared to the same period last year (24,621 hours). The hours worked by the Special Constabulary across this period is equivalent to having an additional 135 full time officers, who would attract an annual salary cost of £7m.

Overall, the Specials have worked a total of 203,484 hours in the last 12 months which is an increase of 20,016 hours/11% from the previous 12 months boosted by the additional hours worked in April and May regarding the Covid pandemic.

The Covid pandemic has impacted on the Special Constabulary and provided opportunity for innovation and further integration with regular officers and partners which is detailed at section 5.6. The initial impact was that 2 Special courses were paused, 1 course was re-scheduled, Attestation Ceremonies were held under closed conditions and approximately 140 (25%) officers at any one time were non-operational due to social distancing, self-isolating or being unable to perform frontline duties. However, it also enabled officers to volunteer more hours as an officer and to support frontline policing and community engagement. This is evidenced in the significant increase in hours worked during April and May. Specials have also supported various specialist functions within the force such as creating a team to collect and distribute PPE across Essex and the region for police and partners through the Multi Agency Information Team.

Essex Police received 317 new applications between 1st March 2020 and 31st May 2020. This is an increase on the previous quarter by 83 applications (35%) when 234 applications were received and is an increase from 246 applications (29%) on the same period last year.

The threat to the Specials growth is ongoing as a result of the regular recruitment programme and the 600-headcount ambition was not achieved by March 2020 based on the recruitment/leaver data provided at section 9.1. Over the last 2 years, an average of 3 Specials resigned to become a regular each month. In the last 6 months, this has increased to 7.6 Specials each month and is likely to remain high. In 17/18, 180 new officers were recruited, in 18/19, 215 new officers were recruited and in 19/20, 173 new officers were recruited. Since 01st April to 31st May 2020, we have recruited 17 new officers with plans to recruit a further 237 officers as detailed in section 9.1. During 19/20, 180 officers have resigned, with 100 officers becoming regular officers (83 – Essex, 17 – other forces) which is a ratio of 44%. The ambition is to reach a headcount of 600 by March 2021 considering the safety guidelines linked to the Covid pandemic.

The number of applications is higher than last year, and this is likely to be attributed to the Covid situation and the public's desire to support their local communities through volunteering. The action in place is to maximise our media campaigns with the launch of a new video under #MyOtherLife and good news stories, progress ESP opportunities and continue to develop the employee advocacy strand. It has also been noted that there has been an increase in candidates requiring additional specialist medical reviews which has impacted on the time within the pipeline process. The mitigating action in place is a new FAQ sheet on the website to signpost awareness at the earliest opportunity.

Internal insight has been conducted through an anonymous survey and the results indicates that circa 87 Specials (50%) are interested in becoming a regular within the next 6-12 months although it is believed to be higher. This evidence has been taken into account in future recruitment and training schedule plans.

The success of the regular recruitment campaign is clearly reflected in the projected joiners/leavers table at section 9.1.

The impact of regular recruitment on the growth of the Special Constabulary is being mitigated through the following areas:

- Bi-weekly meetings between Head of Special Constabulary, Head of Media and Head of Resourcing for strategic oversight of recruitment campaigns.
- Weekly meetings between the Head of Special Constabulary and the Business Services Manager to ensure oversight of key recruitment pipelines to ensure they are progressing in an efficient fashion and any blockers to progressing or hiring successful candidates are mitigated at a senior level.
- A weekly meeting is chaired by the Head of Specials with appropriate stakeholders to ensure that the recruitment pipeline is on target to achieve the maximum number of candidates for each intake.
- An extensive and creative media campaign including a video was launched on 23rd March 2020 specifically targeting those less likely to join as regulars e.g. those in their 30s and 40s who are earning in excess of £35k per annum, with a focus of BAME and female applicants. The impact of Covid and the NHS volunteer recruitment programme resulted in a softer launch which was appropriate.
- A recruitment campaign using posters on the side of buses was launched in mid-March via Arriva and First to cover a period of between 2-8 weeks across all major bus routes in Essex utilising the main depots in Colchester, Chelmsford, Basildon, Southend and Harlow. As a result of Covid, this has been extended to 30 June at no additional cost.
- Enhancement of the Special Constable profile on social media during Covid on a temporary rejoiner or permanent basis.
- Effective management of the 'expressions of interest' link on the Specials/regular online recruitment pages where 42 queries have been successfully dealt with.
- Maintaining focus on improving the volunteer experience and retention of those that do not intend to join the regulars via signposting available opportunities, leadership development, developing or valuing people framework and training.
- A change in the recording and management of requests to resign forms to ensure that reasonable adjustments and support is in place at the earliest opportunity which will now include oversight from the S/Superintendent before being accepted.

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 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 desire to stretch to 700 where viable. The ambition is to now reach 600 Specials by March 2021, taking into account the challenges of a reduction in course candidate numbers.

National Workforce Statistics, published in January 2020, show that Essex Police is still the second largest Special Constabulary in England and Wales for the 12 months up to September 2019, behind only the Metropolitan Police with a headcount of 1838 officers and 142 officers larger than the next biggest force (West Yorkshire). The statistics show that whilst there was a national reduction in headcount of 9% from the previous year, Essex Police had achieved growth of 9% and had the joint largest increase in headcount of any force in the country alongside West Midlands Police. (West Midlands had an increase of 43 Officers which was a growth of 9%) Essex Police was one of 13 forces nationally to achieve any growth. We have more Specials in Essex than in the whole of Wales and in the whole of the North East region. See Appendix A.

5.0 Current Work and Performance

5.1 Recruitment

Essex Police received 317 completed applications between 1st March 2020 and 31st May 2020. This is an increase of 83 applications (35%) from 246 in the previous quarter and is an increase of 29% on the same period last year. 38 applicants were from a BAME background (12%) compared to 22 applications from the same period last year (9.4%). 94 applicants identify as female (29.6%) compared to 95 applicants from last year (40%). This was due to the Detective recruitment programme last spring which attracted a high number of female applicants. We are addressing recruitment for females through the following positive action: -

- maximising the social media good news stories for females
- enhancing existing twitter profiles for our female Specials
- capturing unique female journeys in the video films
- including female good news stories in #Myotherlife Specials magazine
- ensuring that female Specials are at recruitment/outreach events
- signposting the opportunities and support available for females i.e. staff networks/WLDF, confidence workshops, promotion workshops, coaching/mentoring, leadership training, health & wellbeing and menopause support
- all S/Superintendents have a PDR objective to enrich the diversity agenda for females and BAME Specials
- capturing and celebrating female case studies from International Women's Day on 6th March 2020 to use on social media throughout the year

In the last 3 months we have continued the marketing and outreach work as detailed at section 5.3.

5.2 Media Attraction

- In this quarter we have celebrated social media posts around several events and can evidence where it has positively impacted on recruitment figures directly as highlighted below
- On the 1st March, 10 Colchester Officers have successfully completed Servator training with a 100% pass rate and they will now support the force response in prevent activities
- On the 3rd March, Ch Supt Glen Pavelin from Operational Policing Command (OPC) hosted an OPC Meeting and Awards night which profiled specialist roles internally and externally
- On the 6th March, an emergency services conference was hosted by Essex Police, Essex Country Fire Rescue Service (ECFRS) and East of England Ambulance Service (EEAST) to celebrate International Women's Day (IWD) at Hylands House, Chelmsford which was attended by several female Specials
- On the 6th March to support IWD, Essex Police Special Constabulary donated £1000 to Safer Places to show our support for women who suffer from domestic violence and posted images online of the cheque being presented
- On the 8th March, officers and staff from the Essex Specials team attended an IWD conference in Exeter to celebrate female volunteers
- On the 8th, 9th and 27th March, Southend Specials ran several operations to target knife crime activity for Op Sceptre in the town centre and at local train stations in conjunction with BTP
- On the 21st March, the North LPA Specials team ran Op Emblazen across the Districts which focused on local policing priorities and Op Sceptre hotspots
- On the 22nd March, social media postings celebrated Mother's Day by showcasing images of proud Specials
- On the 25th March, we celebrated Deputy Chief Officer Derek Hopkins's achievement of serving 40 years as a volunteer Officer
- On the 27th March, Rayleigh Specials ran Op Pomona which targeted outstanding known burglary nominals and patrolling local hotspots
- On the 28th March, the OPC Specials team ran Op Torpedo which covered all areas within Essex re travelling criminality through use of ANPR and intelligence
- On the 28th March, Basildon Specials ran Op Antwerp which focused on arresting outstanding burglars and patrolling hotspot areas
- On the 07th May, Essex Specials, who had previously served in the Armed Forces, supported Victory for Europe Day (VE) by posting their support for the heroes of the past and acknowledging the present heroes
- On the 26th and 27th May, the West LPA and OPC Specials ran Op Gambler in conjunction with the MPS to focus on cross border and travelling criminality which was highly successful and will become a monthly operation moving forward
- Throughout March to May, multiple 'Takeover Days' were hosted by the Essex Specials in various areas where frontline regular officers can catch up on admin duties or be proactive whilst the policing demand is met by Specials

- The Specials have been proactive in sharing social media opportunities when engaging with the community during lockdown, distributing PPE equipment and during 'Clap for Carers'
- In the next reporting period, the Specials Command will be celebrating National Volunteers Week between 1st and 7th June 2020 with emphasis on the National Specials Weekend on 6th and 7th June. We will also be providing extensive updates about the success of supporting teams during Covid.

5.3 Recruitment Outreach

As a result of the Covid pandemic, most outreach events have been cancelled and will be rescheduled when it is safe to do so.

We have attended 8 Outreach Events in this period which included: -

- We attended an Event in Southend at a college where there is a specific Public Services course
- We attended an event at St Thomas More School which was recommended to the Recruitment Team due to the high numbers of BAME students
- We attended an event at a Jobs Fair in Colchester which had a high number of attendees
- We had a recruitment stand at Benfleet Train Station on 04th March during rush hour to attract commuters from London and to focus on bolstering recruitment within Castlepoint & Rochford District
- We had a recruitment stand at the emergency services International Women's Day Conference on 06th March at Hylands Park House to promote females in the Specials.

The Recruitment team are exploring ways to create an online programme to showcase a 'Recruitment Information Evening' which will allow candidates to have access to a range of information on social media platforms during this period.

Applicants have been able to make good use of the 'Expressions of Interest' link to ask questions about the process which has generated 42 queries this reporting period.

5.4 Recruitment data from 01 Apr 16 to current date

This table reflects the recruitment position over the last 3 years balanced against the number of leavers and the percentage who become a regular. The number of Specials who are resigning to become a regular has increased from a position of 26.6% in March 2017 to 29.4% by 31 May 2020.

| PERIOD | JOINERS | LEAVERS | (no. of leavers who have joined regulars) | % of leavers who have become a regular |
|-----------------------|------------|------------|---|--|
| 01/04/2016-31/03/2017 | 87 | 105 | 28 | (26.6%) |
| 01/04/2017-31/03/2018 | 180 | 116 | 38 | (32.7%) |
| 01/04/2018-31/03/2019 | 215 | 127 | 49 | (38.5%) |
| 01/04/2019-31/03/2020 | 163 | 163 | 77 | (47.2%) |
| 01/04/2020–31/05/2020 | 24 | 12 | 5 | (20.8%) |
| Grand Total | 669 | 523 | 197 | (29.4%) |

Employer Supported Policing (ESP)

- Nationally, there are 1089 Specials who are supported as part of the ESP scheme which includes 199 businesses.
- Of the 199 businesses, 39 are police forces supporting a total of 691 members of police staff. Removing the police forces from the equation results in 160 businesses supporting 398 officers. ESP coordinator Les Hawkins has negotiated and registered 20 of these businesses (12.5%) on behalf of Essex Police benefitting 32 officers (8%)
- 26 businesses (13% nationally which includes Essex Police) are now committed to providing their staff with paid time off to volunteer as Specials in Essex, 18 more than 12 months ago and no change since the last reporting period).
- 75 officers (7% nationally) now benefit from Employer Supported Policing scheme of which 37 are from Essex Police (20 more than 12 months ago and 2 less than the last reporting period due to the officers resigning from their ESP business. 114 ESP duties have been completed within this period which is 12 less than the previous period. However, the split has changed to reflect 47 duties were worked from Essex Police Specials (a decrease of 17 from last period) and 67 duties from external businesses (an increase of 5 from last period). This has culminated in a total of 871 hours from ESP Specials (377 hours by Essex Police and 494 from external businesses) which is a decrease of 82 hours/9% compared to the last period. The most likely explanation for this reduction is that officers cannot claim an ESP duty if they have been furloughed by their employers even though they may be working additional hours.
- One new business has signed up during this period, McColl's Retail. Les Hawkins continues to engage with businesses who have had initial contact or meetings prior to Covid and early indications are that the negotiations are on hold rather than cancelled.
- 12 non-ESP businesses have agreed to allow staff paid time off for Specials duties. This is a combination of those that are already in ESP negotiations and for others, it is a new concept. These businesses are: - Argos, TFL, Earls Hall Primary School, AJ Gallagher, Daikin, Sainsbury's, Barclays Banking Group, Public Sewer Ltd, SB Civil Engineering, St John

Ambulance, UPS, Avanti West Coast Trains. In April and May, these businesses have provided staff with 1114 paid hours for policing duties.

- 4 of our current ESP businesses have agreed to allow staff additional paid time over and above their agreement to support policing during the Covid period. These businesses are: -
Wave, Lloyds Banking Group, Network Rail and Tesco's. It would appear there is no obvious increase in hours worked from these Specials but may be linked to other variables regarding furlough.

Community Special Constables (CSC)

- We have 44 Parish or Town Councils signed up to Community Special Constables (CSCs) from across the county and a further 3 councils have expressed an interest and are in the process of submitting their recruiting material. This position will remain static until the scheme re-opens.
- In the last 3 months we have received 21 applications for CSC roles directly through a Parish Council or Essex Police website (a decrease of 2 from the last period). Of these 21, 6 have passed the assessment centre and have dates to commence foundation training, 9 have, or are awaiting dates to attend the assessment centre and the remainder have either failed a part of the process or have withdrawn.
- We currently have 10 officers in post foundation training with a view to starting with Halstead, Kelvedon, Maldon, Newport, Springfield, Rayleigh, West Bergholt and West Mersea, Witham Parish/Town Councils soon which is 1 less officer and 1 more Council since the last reporting period.
- On 31st May 2020, there were 10 active CSC officers covering 8 councils which is 1 officer less than the previous reporting period due to becoming a regular with the Metropolitan Police Service. Since the launch of the CSC, 8 CSCs have become regular officers with Essex and other forces.
- During this period, CSC Specials have worked 72 duties resulting in 520 hours.
- In summary there are 46 candidates active or being progressed through the various stages of recruitment/training as a CSC (8 more since the last period).
- The CSC action plan has made strong progress in all areas and 3 recruitment masterclasses were held on 5th September 17th October and 13th February and attended by 29 Parish/Town Councils to assist with engagement and recruitment tactics. 3 Parish Councils attended the recruitment information evening in February and 4 Parish/Town Councils have attended Attestation Ceremonies and other recruitment events in the last quarter.

The CSC action plan is monitored weekly by the Head of Specials via the delivery group and has made good progress with all actions marked as ongoing or complete and is under Appendix B.

5.5 Performance

Over the last 3 months (1st March 2020 – 31st May 2020) Specials have contributed a total of 58,598 hours, a 10% increase on the same period in 2019. The operational

contribution over the last 3 months has amounted to 48,952 hours (10% increase). The Specials have recorded 24,621 hours of high visibility policing over this time, a 33% 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 135 full time officers, who would attract an annual salary cost of £7m.

Over the last 3 months, 70.74% of Special Constables have volunteered at least 16hrs a month compared to 75.99% over the same period last year which compares favourably with a national average engagement rate of 50%. Although the engagement rate is lower, it represents a significant contribution as an average of 140 Specials (approximately 28% of the establishment) have been unable to volunteer between March – May 20 due to social distancing, self-isolating and being non-operational. Specials are asked to work at least 16hrs per month and in the last 3 months Essex Specials have volunteered an average of 38.5 hrs per month each, which is an increase from 34.5 hrs per month in the equivalent period in 2019.

Between 1st March 2020 and 31st May 2020, 28 Specials have left the Special Constabulary which is a decrease of 12 (42%) from the previous quarter and an increase of 5 (22%) from the same period last year. 15 of these did so to join the regulars; 7 for Essex and 8 for other forces and 13 left for personal reasons (ranging from medical reasons, moving away, to changes in personal circumstances and changes in work-life balance). Our annual turnover rate is currently 18.9% (those that leave to become a regular officer) and the adjusted turnover rate is 9.45% (those that leave for personal reasons only), which has increased by 0.6% and decreased by 0.1% respectively from the same period last year which supports the consistently high volumes of specials leaving to become a regular.

In the last 3 months, the Specials have conducted Op Emblazen 21 March and Op Torpedo 28 March, 10 'Takeover' shifts where they police a response shift in its full entirety which allows LPT and CPT staff to conduct proactive enquiries or do other work which is highly successful. Ten Colchester Specials successfully undertook Servator training over four days in February and March and achieved a 100% pass rate. This will increase the resilience levels for the force in the three key areas of Stansted Airport, Lakeside and Colchester alongside improving visibility. The West LPA Servator team are now conducting patrols at Lakeside.

The Specials continue to support Op Sceptre and Op Produce in proactive operations throughout the Local Policing Areas and have successfully supported the days of action throughout this period.

Overall, the Specials have worked a total of 203,484 hours during the last 12 months which is an increase of 20,016 hours/11% from the previous year.

5.6 Covid Response

Essex Special Constabulary supported Essex Police's response to tackling Covid though many sections of Op Talla as highlighted below.

Communication

The Specials Command Team implemented a communication strategy that mirrored the force model and ensured that all force and local meetings were attended. S/Superintendents engaged with LPAs and OPC daily and provided support where necessary. Officers were kept updated via daily communication updates. Inspectors were able to manage performance through newly created one note sections. The monthly digital newsletter was adapted for candidates waiting to join with a personalised message from Supt Cat Barrie regarding the current recruitment position and achievements during Covid.

Training & Attestations

2 training courses were postponed in March and 1 course was cancelled in April and they have now been reinstated and will complete the programme by August 20. Normal training has resumed as per the planner with smaller classes of 10 to support social distancing which will be kept under review. The Learning & Development (L&D) team have been innovative and provided training via WebEx and other appropriate methods to keep Officers up to date and engaged. Attestation Ceremonies had been closed to family members from mid-March and this has impacted on 25 officers. Plans are under way to celebrate this event in a joint celebration with the regulars in the autumn. L&D focused on working with non-independent Officers to ensure that their Personal Development Portfolio (PDP) was completed and to reach independent status (IP). In the last 3 months, an additional 25 Officers have become IP in this period which is an increase of 5% and the highest level recorded.

People & Culture

Essex contacted Duty sheet (online system for Specials nationally and like SAP) and requested they create a self-isolating/social distancing marker. This was created within 48 hours and nationally has been successful in monitoring the availability and wellbeing of our officers. A bespoke welfare plan was implemented using a functional SPoC and ensured that all officers were supported and signposted accordingly during self-isolating and social distancing periods. Exit interviews were adapted and delivered in a remote and safe manner. Feedback from our staff was acted upon quickly to improve any matters and this proved to be successful. The Specials Development Team based at HQ were able to adapt and work from home with minimum notice and continue to do so. Non-operational officers were contacted to offer them bespoke and safe opportunities and this resulted in 10 officers being deployed to non-frontline roles.

Operational

The Special Constabulary have increased their working hours in all areas, particularly during April and May which is outlined at section 5.5. Resilience and support has been provided to all areas of frontline and specialist policing, 10

additional officers have been trained in call taking within the Force Control Room (FCR), 5 Officers have been deployed to work within the logistics area for the Multi Agency Information team (MAIT), a team of 15 Officers have been assigned to the Situation Awareness Cell (SAC) and 3 officers have been deployed to the IT department by utilising their IT expertise. The support provided to the SAC has proved to be very successful and the team have collected and distributed PPE to all areas and partners within the force and on occasion, the region.

Partners

The Specials have provided 9 non-operational officers to work as call takers for Essex County Council's Essex Welfare System, when demand was high in March and April. In addition, a request to Employers Supported Policing (ESP) employers in mid-March resulted in 12 non-ESP employers and 4 ESP employers allowing their staff extra time to volunteer extra hours. Significantly, this has included Sainsburys and Argos and it is hopeful that they will sign up to the ESP scheme permanently after Covid which will be benefit the nation. During this period, all Officers have worked an additional 5,485 hours (increase of 10%) which has resulted in an additional 5,073 hours (an increase of 26%) compared to the same period last year despite having 140 officers (25%) who were unable to perform non-operational duties.

Innovation

The Special Constabulary have demonstrated innovation through online training via WebEx and implemented online interviews and written assessments for Specials recruitment. 5 officers were trained to support the Pandemic Multi Agency Response Team (PMART) and completed training at short notice. Supt Barrie has created a bespoke Specials call out policy in line with the national status position for critical incidents to ensure consistent deployment which has been shared nationally.

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 data suggests that there has been no growth with a headcount of 512 in May 2019 and a headcount of 512 in May 2020. However, during the last 12 months, we have recruited 173 new officers¹ and had 176 leavers and both our surveying and anecdotal evidence suggests that circa 50% 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 (IPS). 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 87 officers who have joined in the last year who have an intention to join the regulars. With the ambition of potential future recruitment uplifts, we are likely to see increased attrition from existing Specials achieving independent patrol status and applying to be a regular.

¹ Data obtained from Duty Sheet

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.

The threat this poses to the continued growth of the Special Constabulary will be mitigated through the actions highlighted in section 3 and 5.

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.

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 162 Officers/46% since September 2016 and 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 Billericay, Birchanger, Canvey Island, Halstead, Hullbridge, Little Clacton, Springfield and Witham with more to follow in Buckhurst Hill, West Bergholt and West Mersea upon completion of training.

6.2 Demand

The impact on demand is best measured through contribution of operational hours. The improvements in operational performance are described in section 5.5.

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.and 9.1: -

| URN | Score | Risk | Rationale |
|------|----------|--------------------|--|
| 1196 | 40 - Red | Unable to meet the | Surveying continues to show that the majority of Specials are joining with a future intention to |

| | | | |
|------|----------|---|---|
| | | Special Constabulary establishment target due to Force recruitment. | join the regulars – 50% of new starters tells us they intend to join up. In the last 12 months we have seen 93 officers (72 Essex, 21 other force) leave to join the regulars, this is equivalent to 53% 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. |
| 1659 | 40 - Red | Regular recruitment compromising Specials recruitment | As a result of local and national funding decisions, Essex Police plans to increase the establishment to 3,369 by March 2021. This means that the current regular recruitment campaign will continue. The launch of the #FitTheBill campaign traditionally has seen a reduction in applications to the Specials. |

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 – Head of Resourcing, Human Resources
- Pru Kingham – Media
- Jason Poole – Learning & Development
- Hannah Scally – Specials Recruitment Delivery Manager
- 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 above.

9.0 Future Work/Development and Expected Outcome

9.1 Recruitment 2020/21

The 2020/21 Recruitment Timetable has been revised and is set out as follows:

| | Headcount | Joined | Resigned | (joined regulars) |
|--------------|-----------|---------------------------------------|---------------------------------------|---|
| Apr-20 | 507 | 10 | 4 | 1 – other force |
| May-20 | 513 | 7 | 8 | 1 – Essex 3 – other force |
| Jun-20 | 512 | 10 | 12 | |
| Jul-20 | | 10 | 10 | |
| Aug-20 | | | | |
| (a) | | 10 | | |
| (b) | | 10 | | |
| (c) | | 10 | 20 | |
| Sep-20 | | | | |
| (a) | | 10 | | |
| (b) | | 10 | 10 | |
| Oct-20 | | 12 | 10 | |
| Nov-20 | | 12 | 20 | |
| Dec-20 | | | | |
| (a) | | 12 | | |
| (b) | | 12 | 10 | |
| Jan-21 | | 16 | 20 | |
| Feb-21 | | 16 | 10 | |
| Mar-21 | | 16 | 20 | |
| | | | | |
| Total | | (27 actual & 230 forecast) | (12 actual & 142 forecast) | 5 (1 – Essex) (4 – other forces) |

The figures highlighted in green are the actual numbers of Specials who have joined/left the organisation with an accurate headcount. The figures in grey are the projected numbers of Specials who will join/leave the organisation. Where there is (a), (b) or (c) in each calendar month, it denotes that there are multiple intakes.

9.2 Financial Overview

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

| Specials growth programme 2017/20 Actual expenditure against investment | | | | | | | | | | | | | | | |
|--|----------------|--------------------|-------------------------|---------|---------------------|-----------------------|-----------------------|------------------|--------------------|-------------------------|----------|------------------------|--------------------------|---|---------|
| | BASE (Revenue) | | | | BUSINESS CASE VS.4 | | | GROWTH (Revenue) | | | | TOTAL (Revenue) | | | |
| | Budget | Actual expenditure | Variance against budget | | Total growth budget | Capital growth budget | Revenue growth budget | Budget | Actual expenditure | Variance against budget | | Total available budget | Total actual expenditure | Total variance against available budget | |
| | £ | £ | £ | % | £ | £ | £ | £ | £ | £ | % | £ | £ | £ | % |
| 2017/18 | 333,858 | 143,666 | (190,192) | (57.0%) | 537,791 | - | 537,791 | 474,683 | 376,820 | (97,863) | (20.6%) | 808,541 | 520,486 | (288,056) | (35.6%) |
| Non-Pay sub-total | 390,190 | 390,190 | 0 | 0.0% | 508,708 | 93,500 | 415,208 | 428,211 | 84,383 | (343,828) | (80.3%) | 818,401 | 474,573 | (343,828) | (42.0%) |
| Annual Total | 724,048 | 533,856 | (190,192) | (26.3%) | 1,046,499 | 93,500 | 952,999 | 902,894 | 461,203 | (441,691) | (100.9%) | 1,626,942 | 995,059 | (631,884) | (38.8%) |
| 2018/19 | 333,858 | 238,330 | (95,529) | (28.6%) | 537,791 | - | 537,791 | 502,445 | 474,160 | (28,285) | (5.6%) | 836,303 | 712,490 | (123,813) | (14.8%) |
| Non-Pay sub-total | 390,190 | 390,190 | 0 | 0.0% | 656,129 | 84,500 | 571,629 | 445,353 | 448,072 | 2,719 | 0.6% | 835,543 | 838,262 | 2,719 | 0.3% |
| Annual Total | 724,048 | 628,520 | (95,529) | (13.2%) | 1,193,920 | 84,500 | 1,109,420 | 947,798 | 922,233 | (25,565) | (5.0%) | 1,671,846 | 1,550,752 | (121,094) | (7.2%) |
| 2019/20 | 333,858 | 333,858 | 0 | 0.0% | 516,263 | - | 516,263 | 502,445 | 493,014 | (9,431) | (1.9%) | 836,303 | 826,873 | (9,431) | (1.1%) |
| Non-Pay sub-total | 390,190 | 390,190 | 0 | 0.0% | 394,519 | - | 394,519 | 379,405 | 426,995 | 47,590 | 12.5% | 769,595 | 817,185 | 47,590 | 6.2% |
| Annual Total | 724,048 | 724,048 | 0 | 0.0% | 910,782 | - | 910,782 | 881,850 | 920,009 | 38,159 | 10.7% | 1,605,898 | 1,644,058 | 38,159 | 2.4% |
| 2017/20 | 1,001,575 | 715,854 | (285,721) | (28.5%) | 1,591,845 | - | 1,591,845 | 1,479,573 | 1,343,994 | (135,579) | (9.2%) | 2,481,148 | 2,059,848 | (421,300) | (17.0%) |
| Non-Pay total | 1,170,570 | 1,170,570 | 0 | 0.0% | 1,559,356 | 178,000 | 1,381,356 | 1,252,969 | 959,450 | (293,519) | (23.4%) | 2,423,539 | 2,130,020 | (293,519) | (12.1%) |
| Programme Total | 2,172,145 | 1,886,424 | (285,721) | (13.2%) | 3,151,201 | 178,000 | 2,973,201 | 2,732,542 | 2,303,444 | (429,098) | (32.6%) | 4,904,687 | 4,189,868 | (714,819) | (14.6%) |

Summary explanatory notes

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 as detailed at Appendix C.

9.3 National Overview

Prior to the news of 20k uplift in frontline officers, the national picture consisted of 13 forces who were investing in growth and development for the Special Constabulary and other forces were considering closing recruitment and focusing on the existing career specials. In November 2019, DCC Debicki wrote to all Chief Constables outlining the result of the National SC bench marking and the SC Strategy.

As a result of Covid, the national focus has been in these areas which is detailed at Appendix D: -

- To encourage ESP employers to allow their staff to work more hours as a volunteer officer if they are furloughed and/or are able
- To encourage non-ESP employers to allow their staff to work more hours as a volunteer officer if they are furloughed and/or are able
- Review of Home Office Expenses and critical incident one off payments
- Ongoing review of training for Specials in line with PEQF

10.0 Decisions Required by the Police, Fire and Crime Commissioner

- The PFCC to ratify the ambition of a headcount of 600 Special Constables by 31 March 2020.

11.0 Appendices

Appendix A



SC Data - ONS - 30
Sep 19.docx

Appendix B



CSC Action Plan.xlsx

Appendix C



P&R board action
update full program

Appendix D



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