

Performance and Resources Scrutiny Programme 2019/2020

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

Title of Report:	Specials Recruitment – Quarterly Report
Agenda Number:	7.0
Chief Officer	ACC Andy Prophet
Date Paper was Written	5th March 2020
Version Number	1
Report from:	Essex Police
Date of Meeting:	26th March 2020
Author on behalf of Chief Officer:	Supt Cat Barrie
Date of Approval:	4th March 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 1st March 2020 Essex Police Special Constabulary has a headcount of 513 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 169 females (33%) and 344 males (67%) which indicates that our female ratio is improving due to targeted media campaigns to highlight role models and specialist opportunities.

Over the period 1st December 2019 to 29th February 2020, Specials have contributed a total of 48,508 hours, a 2% increase on the same period in 2018/19. The last 3

months has seen a decrease of 0.03% in operational hours worked (31,894 operational hours) and a decrease of 7.4% in high visibility hours compared to the same period last year (16,191 hours). The hours worked by the Special Constabulary across this period is equivalent to having an additional 98 full time officers, who would attract an annual salary cost of £5.1m.

Overall, the Specials have worked a total of 195,813 hours which is an increase of 37,752 hours/24% from 2018. This resulted in 75,517 hours being worked in high visibility patrols which is an increase of 11,906/19% from 2018.

Essex Police received 234 new applications between 1st December 2019 and 29th February 2020. This is an increase on the previous quarter by 2% when 229 applications were received and is a decrease from 275 applications (15%) on the same period last year. This was due to 61 additional applications being received in January 2019 as part of the SCD Detective Pathway recruitment campaign.

The threat to the Specials growth has been realised as a result of the regular recruitment programme and the 600 headcount ambition will not be 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 15.5 Specials each month and is likely to rise further. In 17/18, 180 new officers were recruited and in 18/19 this increased to 215 new officers. Since 01 April 19 to 29 February 2020, we have recruited 163 new officers with plans to recruit a further 26 officers. During the same period, 163 have resigned, with 90 officers becoming regular officers (77 – Essex, 13 - MPS) which is 61%.

The number of applications are lower than last year and this is likely to be attributed to recruitment saturation as 44 forces are now actively recruiting officers directly or via a specials pathway. The mitigating 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 148 Specials (70%) are interested in becoming a regular within the next 6-12 months. 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 and taking into account that there is 1 more regular course commencing in March, it is anticipated that the headcount ambition will remain relatively static.

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

- Bi-weekly strategic meetings between Head of Media, Head of Specials, Head of Recruitment & Head of HR set against a terms of reference and current recruitment data.
- 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. This is supported by the Recruitment oversight meeting that is chaired by the Head of Business Services and the Head of Resourcing. This meeting ensures 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.
- An extensive and creative media campaign including a video will be launched at the Chief Constable's 'Next Conversation' Tour on 23rd March 2020 at Dunmow. This has been created to ensure we attract sufficient applications which 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, with a focus of BAME and female applicants.
- A recruitment campaign using posters on the side of buses will be 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.
- Data has shown that more people apply to be a special as a result of a referral from an existing Essex Police employee than any other forum or platform. This is called 'Employee Advocacy' and packs have been distributed to Officers, Staff and Specials/Volunteers during the Chief Constable's 'Next Conversation' Tours which are underway between January to March 2020.
- Effective management of the 'expressions of interest' link on the Specials/regular online recruitment pages where 25 queries have been successfully dealt with.
- Filming Attestation Ceremonies with focus on bespoke interviews from females, transferees, BAME, ESP & CSC Specials to aid recruitment tactics via social media.
- 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.

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. 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.

5.0 Current Work and Performance

5.1 Recruitment

Essex Police received 234 completed applications between 1st December 2019 and 29th February 2020. This is a 2% increase from 229 applications in the previous quarter and is a decrease of 29% on the same period last year. (For context, in January 2019, there were 61 applications for the SCD Detective Pathway programme which has impacted on this year's data). 24 applicants were from a BAME background (10%) compared to 30 applications from the same period last year (9.9%). 67 applicants identify as female (28%) compared to 100 applicants from last year (33%). (The difference again relates to the SCD Detective Pathway which attracted over 46 applications from females). 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, coaching/mentoring, leadership training, health & wellbeing and menopause support
- capturing and celebrating female case studies to be used on social media during International Women's Day between 06th to 08th March and throughout 20/21

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 a number of events and can evidence where it has positively impacted on recruitment figures directly as highlighted below.

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- Our online Christmas advent calendar featuring Special Constables each day was very successful and resulted in 22 applications being received in the first week of January 20 compared to 8 applications in January 2019.
- Between 2nd/4th December 2019, Specials worked 1700 hours under Op Director which was the force response plan regarding the arrival and departure of world leaders at Stansted Airport for the Nato Summit in London.
- On the 5th December, International Volunteer's Day was recognised through the advent calendar and extensive social media messages.
- On the 6th December 2019, Specials successfully supplied up to 30 Officers at both Clacton and Rayleigh to hold 'Takeover Shifts' which allows the LPT/CPT staff to be proactive or complete other work.
- On the 7th December, 8 West LPA Specials successfully completed Servator training at Lakeside and media coverage captured them on high visibility patrols at during high visibility patrols for Op Mistletoe.
- On the 16th December, a cheque for £1000 was accepted by retired police dog Baloo and her owner Mandy Chapman at a Specials Attestation Ceremony on behalf of the Retired Police Dog Fund.
- On the 26th December, the media department launched the Digital Cyber Animation Clips as part of the updated #MyOtherLife recruitment campaign in 2020, which was designed to target a cyber aware demographic.
- On the 26th January, Basildon and Braintree & Uttlesford Specials hosted two 'Takeover Shifts' and provided 17 and 40 Officers respectively which was circulated extensively via social media.
- On the 31st January 2020, the Specials Command hosted the 'end of 2019 party' to thank our Specials for their hard work in 2019. Over 150 Specials attended the Pavilion where a band, hot food and a raffle was held in the marquee. Over £200 was raised along with 100 bottles of alcohol and these were donated to support the fundraising for Cadet Ryan Twinn from the Harwich Volunteer Police Cadet Unit.
- On the 17th February, we hosted a 'Recruitment Information Evening' at HQ for candidates interested in joining the Specials Constabulary which attracted 20 people and was circulated via social media platforms.
- On the 22nd February, we hosted our first 'Inspectors Leadership Event' at Anglian Ruskin University for 18 Inspectors to develop leadership skills and continual professional development in the form of media training. A leadership input was provided by S/Ins Lorne Campbell to demonstrate a transfer of leadership skills from his career which was successfully received. This was circulated via social media to demonstrate the leadership opportunities available within Essex Special Constabulary.
- Over 22nd/23rd February, three 'Takeover Days' were successfully executed at Tendring, Rayleigh and Thurrock which generated praise from the regular teams and FCR staff.
- On the 27th February, Superintendent Cat Barrie and SC Carole-Anne Porter attended an informal reception at Essex Country Hall which was hosted by Lord Lieutenant for the County of Essex, Jennifer Tolhurst. This event was to celebrate the 23 nominations for the Queens Awards for Voluntary Services and was also attended by Deputy Chief Constable Pippa Mills which has been circulated via social media channels.
- In the next reporting period, the Specials Command will be celebrating and showcasing our female Specials in Essex in online case stories to celebrate

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International Women’s Day between 6th/8th March and the media team will be launching the new video campaign for #MyOtherLife on 23rd March at the Chief Constable’s ‘Next Conversation’ Tour at Dunmow. We will also be providing extensive updates online about our two ‘Days of Action’ led by the North LPA and OPC teams to support Op Sceptre.

5.3 Recruitment Outreach

- We have attended 13 Outreach Events in this period which included schools & colleges. Experience over the last two years show that these types of event are the most beneficial in attracting applications.
- We attended an Event in Epping Forest targeted specifically at BAME candidates
- We attended the launch of ESP at Network Rail targeting career specials
- We have had a recruitment stand at each Chief Constable ‘Next Conversation’ tour in February to champion employee advocacy through targeting staff members who may be interested in becoming a Special.
- We held a ‘Recruitment Information Evening’ at HQ which showcased the journey of 12 Specials and highlighted the available opportunities.

In the next reporting period, events have been planned to include a recruitment stand at Benfleet Train Station during evening rush hour on 04th March to specifically target recruitment at Castlepoint District, a recruitment stand at International Women’s Day conference on 06th March, working with LPTs to join in with ‘Coffee with Cops’ based out of McDonalds and a further collaborative event with the Metropolitan Police Service at BT.

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 47.2% by 29 February 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%)
01/04/2019-29/02/2020	163	163	77	(47.2%)
Grand Total	645	511	192	(37.5%)

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 1 more since the last reporting period).
- 77 officers (7% nationally) now benefit from Employer Supported Policing scheme of which 37 are from Essex Police (22 more than 12 months ago and no change since the last reporting period. 126 ESP duties have been completed within this period which again, is the same as the previous period. However the split has changed to reflect 64 duties were worked from Essex Police Specials (an increase of 19 from last period) and 62 duties from external businesses (a decrease of 21 from last period). This has culminated in a total of 953 hours from ESP Specials (492 hours by Essex Police and 461 from external businesses) which is a decrease of 144 hours/14% compared to the last period. This is to be expected as this period has covered numerous festive periods.
- East of England CoOp will be hosting a joint recruitment event with Essex, Suffolk and Norfolk Police at their Suffolk HQ on 17th March which will be attended by Les Hawkins.
- On 29th January, we supported an internal ESP recruitment event with Network Rail in conjunction with Metropolitan Police Service and British Transport Police.
- There have been no new businesses signing up for ESP during this period however, significant work is ongoing. Negotiations are at various stages with 30 businesses which include advanced negotiations with Simarco Logistics, Great Anglia and Manchester Airport Group.
- Les Hawkins has recently attended the second Easter Region working group meeting which reports back to the national working group and it is apparent that many forces are keen to replicate the success of Essex Police in this area.

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 23 applications for CSC roles directly through a Parish Council or Essex Police website (an increase of 6 from the last period). Of these 23, 6 have passed the assessment centre and have dates to commence foundation training, 8 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 11 officers in post foundation training with a view to starting with Halstead, Kelvedon, Newport, Springfield, Rayleigh, West Bergholt and West Mersea, Witham Parish/Town Councils in the near future which is 5 more since the last reporting period.
- On 29th February 2020, there were 10 active CSC officers covering 9 councils. There had been 12 CSC Officers up to 31 January 2020 however, 2 Specials resigned to join Essex Police regulars. If they had remained in post, it would have reflected an increase of 2 from the last period. As a further indication of success, 5 CSCs have joined Essex Police regulars since the CSC launch.
- During this period, CSC Specials have worked 65 duties resulting in 475 hours.
- In summary there are 38 candidates active or being progressed through the various stages of recruitment/training as a CSC (no change from the last period) and there is still an ambition to achieve 15 CSCs in post by the end of March 2020.
- 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 December 2019 – 29th February 2020) Specials have contributed a total of 44,508 hours, a 2% increase on the same period in 2018/2019. The operational contribution over the last 3 months has amounted to 331,894 hours (a 0.03% decrease). The Specials have recorded 16,191 hours of high visibility policing over this time, a 7.4% decrease 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, 76.52% of Special Constables have volunteered at least 16hrs a month compared to 75.89% over the same period last year which compares favourably with a national average 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 29.4 hrs per month each, which is a slight reduction from 30.1 hrs per month in the equivalent period in 2018/19.

Between 1st December 2019 and 29th February 2020, 40 Specials have left the Special Constabulary which is a decrease of 13 (32.5%) from the previous quarter

and an increase of 7 (21%) from the same period last year. 23 of these did so to join the regulars; 18 for Essex and 5 for other forces and 17 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 56.47% (those that leave to become a regular officer) and the adjusted turnover rate is 16.47% (those that leave for personal reasons only), which has increased by 29% and increased by 1% respectively from the same period last year which confirms the high volumes of specials leaving to become a regular.

In the last 3 months, the Specials have conducted 9 '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. This has been highly successful in Tendring, Braintree & Uttlesford, Colchester, Rayleigh, Thurrock and Basildon Districts. Ten Colchester Specials successfully undertook Servator training over four days in February and March. 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 on 10th January and 10th February in the North and South LPAs. Further Special led operations are being planned by the West LPA on 09th March, the North LPA on 21st March and by OPC on the 28th March to conclude the Op Sceptre week of action.

Overall, the Specials have worked a total of 195,813 hours during the calendar year of 2019 which is an increase of 37,752 hours/24% from 2018. This resulted in 75,517 hours being worked in high visibility patrols which is an increase of 11,906/19% from 2018. 1,490 stop searches have been conducted which is an increase of 923/163%, 3,120 hours have been spent dealing with mental health incidents which is an increase of 354 hours/13%, 738 domestic abuse incidents were attended which is an increase of 185/34% and 4,287 arrests have been made which is an increase of 673/19%.

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 slight growth, moving from a headcount of 499 in February 2019 to 513 at the end of February 2020. We have recruited 211 new officers¹ in the last 12 months and had 199 leavers and both our surveying and anecdotal evidence suggests that circa 70% 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

¹ Data obtained from Duty Sheet

approximately 148 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.

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 163 Officers/47% 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, Rayleigh, 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 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 - 70% of new starters tells us they intend to join up. In the last 12 months we have seen 98 officers (85 Essex, 13 MPS) leave to join the regulars, this is equivalent to 46% 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 3,218 officers by March 2020 and 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 & 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 above.

9.0 Future Work/Development and Expected Outcome

9.1 Recruitment 2019/20

The 2019/20 Recruitment Timetable has been revised and is set out as follows:

	Headcount	Joined	Resigned	(joined regulars)
Apr-19	510	8	4	1 - Essex
May-19	514	8	12	11 - Essex
Jun-19 (a)		6		
(b)	510	9	12	2 - MPS
Jul-19	513	14	26	11 - Essex 2 - MPS
Aug-19	501	22	16	2 - Essex 1 - MPS
Sep-19 (a)		15		14 - Essex
(b)	507	11	22	1 - MPS
Oct-19	511	13	7	2 - Essex
Nov-19 (a)		10		18 - Essex
(b)	517	11	24	2 - MPS
Dec-19	514	10	10	5 - Essex 1 - MPS
Jan-20 (a)		Cancelled – low numbers		0 - Essex 0 - MPS
(b)	514	12	6	
Feb-20	520	14	24	13 - Essex 4 - MPS
Mar-20 (a)		16		
(b)	510	10	20	
31 Mar 20	516			
Totals		189 (163 actual & 26 forecast)	183 (163 actual & 20 forecast)	90 (77 Essex, 13 MPS)

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) and (b) in each calendar month, it denotes that there are 2 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 & forecast expenditure against investment															
	BASE (Revenue)				BUSINESS CASE VS.4			GROWTH (Revenue)				TOTAL (Revenue)			
	Budget	Actual & forecast expenditure	Variance against budget		Total growth budget	Capital growth budget	Revenue growth budget	Budget	Actual & forecast expenditure	Variance against budget		Total available budget	Total actual & forecast expenditure	Total variance against available budget	
	£	£	£	%	£	£	£	£	£	£	%	£	£	£	%
2017/18															
Pay sub-total	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															
Pay sub-total	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															
Pay sub-total	333,858	312,629	(21,229)	(6.4%)	516,263	-	516,263	502,445	509,703	7,258	1.4%	836,303	822,332	(13,971)	(1.7%)
Non-Pay sub-total	390,190	390,190	0	0.0%	394,519	-	394,519	379,405	393,376	13,971	3.7%	769,595	783,566	13,971	1.8%
Annual Total	724,048	702,819	(21,229)	(2.9%)	910,782	-	910,782	881,850	903,079	21,229	5.1%	1,605,898	1,605,898	0	0.0%
2017/20															
Pay sub-total	1,001,575	694,625	(306,950)	(30.6%)	1,591,845	-	1,591,845	1,479,573	1,360,683	(118,890)	(8.0%)	2,481,148	2,055,308	(425,840)	(17.2%)
Non-Pay total	1,170,570	1,170,570	0	0.0%	1,559,356	178,000	1,381,356	1,252,969	925,831	(327,138)	(26.1%)	2,423,539	2,096,401	(327,138)	(13.5%)
Programme Total	2,172,145	1,865,195	(306,950)	(14.1%)	3,151,201	178,000	2,973,201	2,732,542	2,286,514	(446,028)	(34.1%)	4,904,687	4,151,709	(752,978)	(15.4%)

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.

9.3 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 down 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. In addition, a questionnaire was also included to find out from forces their SC to PC routes. How the SC will fit into the new National assessment centre and possibilities for exemption for SC's will be examined. The Oleo recruitment system in Wales has gone live in the 4 welsh forces, exempting successful SC candidates on the system from redoing their application if they apply to be a regular PC.

10.0 Decisions Required by the Police, Fire and Crime Commissioner

No decision required.