

## Performance and Resources Scrutiny Programme 2020/21

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

<b>Title of Report:</b>	<b>Specials Recruitment – Quarterly Report</b>
<b>Agenda Number:</b>	<b>7</b>
<b>Chief Officer</b>	<b>ACC Rachel Nolan</b>
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<b>Report from:</b>	<b>Essex Police</b>
<b>Date of Meeting:</b>	<b>24th September 2020</b>
<b>Author on behalf of Chief Officer:</b>	<b>Supt Cat Barrie</b>
<b>Date of Approval:</b>	<b>8<sup>th</sup> September 2020</b>

#### 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**

The previous paper dated 25th June 2020 provided a narrative on the following areas: -

- Recruitment
- Media opportunities
- Employer Supported Policing
- Community Special Constables
- Performance
- Covid 19 response

This report will highlight the key achievements within this reporting period and future areas of development.

As of 31<sup>st</sup> August 2020, Essex Police Special Constabulary has a headcount of 505 officers. National Workforce Statistics to March 2020, published in July 2020, show that Essex Police is still the second largest Special Constabulary in England and Wales after the Metropolitan Police Service. Essex has the third largest number of BAME officers with 36 Officers/6.9% in the headcount. See Appendix A.

Over the period 1<sup>st</sup> June 2020 to 31<sup>st</sup> August 2020, Specials have contributed a total of 51,615 hours, a 2.7% increase on the same period in 2019. The last 3 months has seen an increase of 8.7% in operational hours worked (41,938 operational hours) and an increase of 1% in high visibility hours compared to the same period last year (21,989 hours). The hours worked by the Special Constabulary across this period is equivalent to having an additional 117 full time officers, who would attract an annual salary cost of £6m.

The Special Constabulary response to the Covid pandemic has adapted from supporting specialist teams towards supporting frontline officers and staff as restrictions have lifted and further detail is provided at section 5.7.

Attestation Ceremonies remain under closed conditions and plans are underway to host a celebration event on 24th October for affected officers and their families.

The number of officers who have been non-operational due to social distancing, self-isolating or being unable to perform frontline duties has reduced from 140 Officers (25%) to 51 Officers (11%) in the last quarter.

Essex Police received 245 new applications between 1<sup>st</sup> June 2020 and 31<sup>st</sup> August 2020. This is a decrease on the previous quarter by 72 applications (25.62%) when 317 applications were received and is an increase of 39 applications (17.29%) on the same period last year which is consistent with recruitment patterns for this time of year.

A business case is progressing to merge the Local Policing Support Unit (LPSU) and the Special Constabulary (SC) under the command of a Superintendent. The consultation period is underway and the proposed Command will have 2 pillars which are LPSU and Citizens in Policing (CiP). The alignment in CiP will unite the volunteer strands as one team in F block, HQ by 09 November. This merged Command will be named the Local Policing Support Unit and Citizens in Policing.

The College of Policing has devised and developed a Special Constable Learning Programme which will provide forces with the option to implement. It is aligned with the PEQF programme and supports the recognised pathways from SC to PC. Further details are provided at section 9.1 and appendix B.

## **4.0 Introduction**

National Workforce Statistics for March 2020, published in July 2020, show that Essex Police remains the second largest Special Constabulary in England and Wales for the 12 months to March 2020, behind only the Metropolitan Police. The statistics show that whilst there was a national reduction in headcount of 14% from March 2019, Essex Police had achieved growth of 4 Officers/0.25% and is one of nine forces recording a growth in recruitment. Essex has the third highest number of BAME Officers at 36/6.9% and the second most joiners at 170. See Appendix A.

## **5.0 Current Work and Performance**

### **5.1 Recruitment**

Essex Police received 245 completed applications between 1<sup>st</sup> June 2020 and 31<sup>st</sup> August 2020. This is a decrease of 72 applications (25.62%) from 317 in the previous quarter and is an increase of 17.29% on the same period last year. 39 applicants were from a BAME background (15.92%) compared to 20 applications from the same period last year (9.71%). 81 applicants identify as female (33.06%) compared to 58 applicants from last year (28.16%).

On 12<sup>th</sup> August 2020, a virtual Recruitment Information Evening was conducted using Microsoft Teams and 16 members of the public logged in to engage with a variety of Specials and staff to hear about their journeys, how it has impacted on their personal and professional lives and to answer any questions.

In the next quarter, the recruitment and media team will focus on attracting transferees from nearby forces using the 'We Value Diversity' campaign and showcasing the many opportunities that are available within Essex Police.

Applicants have been able to make good use of the 'Expressions of Interest' link to ask questions about the process which has generated 68 queries this period.

The recruitment team continue to work closely with the HR Innovation Team and are updating the recruitment service level agreements to ensure consistency and enhance recruitment time frames.

### **5.2 Media Attraction**

In this quarter we have maximised social media coverage around several events and can evidence where it has positively impacted on recruitment figures directly as highlighted below: -

- National Volunteers Week was celebrated during the 1<sup>st</sup> to 7<sup>th</sup> June which concluded with the National Specials Weekend. All 10 Districts and specialist teams were engaged in proactively policing Essex with a focus on local and force

plan priorities, along with demands linked to Covid 19. 322 Specials contributed 5207 hours during this week and the online media footprint and supporting media strategy generated a positive public response which resulted in 22 Special Constable applications, 10 volunteering expressions of interest and an increase in Cadets & Leaders expressions of interest.

- During the weekend of 4<sup>th</sup> July, when public houses, restaurants and other venues re-opened, Sky News and other national organisations covered a positive tweet from S/Ins Steve Weaver at Brentwood regarding stay safe principles.
- Colchester and Braintree Gazette has provided positive coverage of recent Attestation Ceremonies with individual interviews.
- Future work is focused on supporting the 'We Value Diversity' campaign due to be launched in the next quarter.
- Essex Police has featured on 4 occasions within the national 'Special Impact' magazine, which is shared online, see Appendix C.

### 5.3 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 resign to become a regular officer has increased from a position of 26.6% in March 2017 to 41.1% in 31 August 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%)
01/04/2020–31/08/2020	50	51	21	(41.1%)
<b>Grand Total</b>	<b>695</b>	<b>562</b>	<b>213</b>	<b>(37.9%)</b>

### 5.4 Employer Supported Policing (ESP) & Community Special Constables (CSC)

- 28 businesses and 74 Officers now benefit from the ESP scheme in Essex which is 7% of the national ESP total. Of these 74 Officers, 35 officers are already employed by Essex Police in other roles.
- 123 ESP duties have resulted in 958 hours of policing in this period which is an increase of 7.6% for duties and 9.5% for hours worked.
- Thirteen businesses, who are not registered with ESP, have provided staff a total of 390 paid hours for policing duties during this quarter to support the Covid 19 response. There are positive signs that these businesses may sign up permanently to the scheme under the direction of Les Hawkins.

- Advanced negotiations are underway to sign up the following businesses: - The Financial Ombudsman, C.RO Ports, Stobart Group Southend Airport and Latham & Watkins (US Law firm).
- A virtual recruitment event for ESP took place with Les Hawkins and Essex Chambers of Commerce on 06<sup>th</sup> August with plans for future events to follow.
- Two forces, Avon & Somerset and Hertfordshire have been in contact to discuss the success of the Essex ESP model as part of a future scoping exercise to submit business plans for a dedicated ESP Coordinator.
- Since October 2017, Les Hawkins has negotiated and registered 23 businesses which is 15.3% of all businesses registered nationally. MPS and Avon & Somerset both employed a full time ESP Coordinator in April 2018 and they have registered 7 and 2 businesses respectively since taking post.

### **Community Special Constables (CSC)**

- On 31<sup>st</sup> August 2020, there were 10 active CSC officers covering 6 councils.
- CSC Specials have worked 82 duties resulting in 577 hours which is an increase of 10% and 13% respectively from the previous quarter.
- Earls Colne & Colne Engaine Parish Councils have agreed to jointly fund a CSC role and the candidate is likely to be in post within the next period.
- There are currently 22 officers in various stages of the pipeline including 12 in post foundation stage. It is anticipated that 6 of these officers will take up post during the next quarter which will bring an additional 5 councils on board.

### **5.5 Cyber Specials Cyber Volunteers (CSCV)**

The CSCV initiative continues to make strong progress by attracting talent from local communities and businesses interested in working in digital capabilities within Essex Police in roles such as Internet Investigation and Intelligence (III) and Cyber and Big Data Analytics. This has resulted in 6 active volunteers being placed in 8 posts across Essex and Kent which include Digital Change, Volunteer III Investigators, Cyber Investigator Volunteer and Digital Forensics. There are a further 2 volunteers who will be placed in teams once their skills have been assessed. Cyber Volunteer Dr Christian Kemp has been successful in obtaining a Home Office grant of approximately £100,000.00 to focus on a Cyber Protect Research project over 18 months. Dr Kemp will gather evidence from a variety of sources in order to create a menu of evidence based tactical options which will assist businesses in protecting themselves against becoming a victim of cyber-crime and will support the prevent and protect agenda.

In addition, a further 9 volunteers are currently being processed through appropriate vetting checks and will form part of the Data Ethics Committee.

There are 5 Cyber Special Constables who support cyber investigations and an additional Special is now permanently assigned to the Serious Organised Crime Unit. In the next six months, three further Specials will be assigned to the Serious Organised Economic Team.

## 5.6 Performance

Over the last 3 months (1<sup>st</sup> June 2020 – 31<sup>st</sup> August 2020) Specials have contributed a total of 51,615 hours, an increase of 2.7% on the same period in 2019. The operational contribution over the last 3 months has amounted to 41,938 hours (8.7% increase). The Specials have recorded 21,989 hours of high visibility policing over this time, a 1% increase over the same period last year. This is commendable as in June 2019, Op Igloo generated an additional 5,000 of high visibility hours during President Trump's visit compared to June 20, when responding to Covid 19 with high levels of non-operational officers.

The hours worked by the Special Constabulary across this 3-month period is equivalent to having an additional 117 full time officers, who would attract an annual salary cost of £6m.

Over the last 3 months, 74.78% of Special Constables have volunteered at least 16hrs a month. In the last 3 months Essex Specials have volunteered an average of 39.3 hrs per month each, which is an increase from 37 hrs per month in the equivalent period in 2019.

Between 1<sup>st</sup> June 2020 and 31<sup>st</sup> August 2020, 39 Specials have left the Special Constabulary which is an increase of 10 (34%) from the previous quarter and a decrease of 15 (38%) from the same period last year. 16 of these did so to join the regulars; 14 for Essex and 2 for other forces and 23 left for personal reasons.

In the last 3 months, officers have focused on supporting the front-line response for Covid 19 under the banner of Operation Talla which has consisted of community engagement, licensing checks, adherence to legislation whilst utilising the 4E model (engage, explain, encourage, enforce). The team continue to support proactive policing for knife crime, gangs and violence under Op Sceptre with operations in each District and with BTP. This approach was successful during National Volunteers Week and in the monthly OPC led Op Gambler operations which focuses on travelling criminality at the Essex/London border in conjunction with the Metropolitan Police Service and surrounding forces.

## 5.7 Covid response/Op Talla

In the last quarter, the Special Constabulary have made the following progress during the pandemic in the following areas: -

- All online training is now provided via Microsoft Teams
- Rejoiner SC Paul Manson attested in July and is posted to Brentwood LPT
- Rejoiner SC William Prater attested in June and is posted to Thurrock LPT
- There has been a significant reduction in Officers who were non-operational due to self-isolating and/or social distancing from 140 officers (25%) to 51 officers (11%)

- Leadership and Command Team meetings now take place via Teams and/or appropriately socially distanced face to face meetings
- Recruitment events are now taking place via Microsoft Teams
- The online written test for candidates via Teams will be adopted permanently
- The promotion board process was adapted by utilising additional classrooms at the College to ensure a safe environment and this will be adopted permanently as best practice

## 6.0 **Implications (Issues)**

The greatest risk to the continued growth of the Special Constabulary remains the recruitment of regular officers and the impact of reduced class intakes to implement safe social distancing during Covid 19.

## 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 153 Officers/30% 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. There are Special Constables aligned to each of the Community Policing Teams. The Community Special Constables scheme continues to progress steadily in application numbers and in Specials who are in post.

## 6.2 **Demand**

The impact on demand is best measured through the contribution of performance and operational hours. The improvements in operational performance are described in section 5.6.

## 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: -

URN	Score	Risk	Rationale
1196	40 - Red	Unable to meet the Special Constabulary establishment target due to Force recruitment.	There continues to be a successful pathway for SCs to become a PC and this is expected to continue in 20/21 and beyond.

			Reduced intake numbers to adhere to Covid social distancing are impacting on the recruitment plan.
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.

#### **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

#### **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**

- Between 14 - 17 September, OPC led Operation Gambler will focus on tackling travelling criminality at cross border areas and on 16/17 September there will be 7 forces working together with Essex taking the lead.
- The Special Constabulary Charity now has a working group in place to modernise and relaunch it, under the guidance of S/Ins Lorne Campbell. District based champions have been assigned and the aim is to have an active charity operating within an effective model and framework.
- The Development Team are working with Driver Training School to create 3 SC Fast Road Trainers to provide resilience in this area.
- On 24<sup>th</sup> October, a celebration is being planned for Specials whose attestation ceremonies were held under closed conditions.



- The Special Constabulary Awards Event and BBQ has been postponed for September as a result of Covid and the team are working towards creating a virtual event for the autumn.
- The recent promotion boards saw 18 of 22 officers successfully pass which included 4 females and 1 BAME officer.
- OPC launched an ambitious recruitment plan at an open evening in July which attracted 41 officers and phase 1 will be completed by October with phase 2 to be completed by April 21.
- A Temporary Superintendent post has arisen for Colchester & Tendring Districts to align the workload more evenly across the Superintendent roles. This will be for a trial period of 6 months initially and if successful, it will be made permanent. Supt Howard Rayner will retain command for Chelmsford & Maldon and Braintree & Uttlesford Districts.

## 9.1 **National Overview**

In line with the Special Constabulary Strategy 2019-2023, the College of Policing have devised and developed a new Special Constabulary Learning Programme, detailed at Appendix B. This programme aligns with the PEQF and provides a clear pathway from SC to PC for forces who wish to adopt this. Essex Police Learning & Development Team are reviewing this programme to establish the best option under the direction of ACC Nolan at the Special Constabulary Review Programme.

## 10.0 **Decisions Required by the Police, Fire and Crime Commissioner**

- Not required.

## 11.0 **Appendices**

### Appendix A



Police Workforce  
Statistics - March 20

### Appendix B



SC Force detailed  
comms.docx

### Appendix C



Special Impact  
-Issue 39 - Summer 2