

Performance and Resources Scrutiny Programme 2021/22

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

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Chief Officer	ACC Rachel Nolan
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Author on behalf of Chief Officer:	Jenny Brouard Citizens in Policing Commander
Date of Approval:	10th March 2022

1.0 Purpose of Report

Quarterly update on recruitment under the Special Constabulary Development Programme.

2.0 Recommendations

No recommendations.

3.0 Executive Summary

The previous paper dated 2nd November 2021 provided a narrative on the following areas:

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

This paper reports key deliveries against the above from 01 November 2021 to 31st January 2022 and future areas of focus. Highlights include:

Reward & Recognition:

- The Special Constabulary Team will be sending out personalised letters signed by the Command Team recognising all Special Constables that have met their required 16 hours a month which equates to 192 hours a year. Recognition will also be rewarded to all Special Constables that have gone above and beyond their required hours of 400 hours or more;
- All Special Constables that have completed five years' service will be rewarded with the Queens Platinum Jubilee Medal.

Establishment, engagement & duties;

- 478 officers (as of 14 Feb 2022);
- 28 Ethnic Minority officers (5.7% of the establishment);
- Delivered 37,672 hours of which 29,334 were operational hours. This is equivalent to the working time provided by 21.6 full time officers at a cost of £1.08m during this quarter (or 86.4 full time officers a year at a cost of £4.3m);
- 12 Community Special Constables covering 8 parishes with a further 20 CSCs in the pipeline. This includes 12 in post foundation and 8 awaiting start dates;
- 51 businesses (including Essex Police) and 100 Officers who now benefit from the ESP scheme. This is an increase of 2 businesses and a decrease of 3 officers from the last quarter.

Recruitment, training & retention:

Essex Police are adopting the SC to PC pilot being led by College of Policing. There has been a delay in implementing this process due to questions being raised regarding the Police Constable Degree Apprenticeship (PCDA) and the Degree Holder Entry Programme (DHEP) which has now been resolved. Corporate Recruitment are meeting with Business Services in February to discuss the implementation and Special Constables will shortly be offered two briefing dates. The launch date is planned for 4th March 2022;

The Specials Recruitment Team are working with Specials Command to run Special Recruitment Roadshows across the county in different venues to increase application numbers. In addition they continue to attend Corporate recruitment events in person or virtually.

- 137 applications this last quarter which represent an increase from the previous quarter of 26 applications (19%).
- 19 applications were from BAME applicants (13.9%), compared to 22 applications (10.1% of total applications) from the same period the previous year 2020/2021. The total number of applications were higher in this period last year but the percentage of overall BAME application has increased.
- 55 applicants identified as female (40.15%), compared to 67 (30.73% of all applications) from the same period in 2020/2021 leading to a percentage increase.
- 2 intakes in the last quarter started with 14 new officers.

- Scheduled for 4 more Intakes, by 30 April 2022 with a potential for 59 more applicants to start;
- Covid secure Attestations continue with 2 ceremonies and 21 officers attested during this quarter.

Non-operational & service exit:

- 35 leavers represent a decrease of 9 (20.5%) from the previous quarter;
 - 8 for Essex regulars
 - 1 for Other Force Regs
 - 1 due to a career change
 - 2 retired after more than 17 years volunteering
 - 1 due to incompatible job roles
 - 6 due to a change in personal circumstances
 - 2 due to a loss of interest
 - 1 moved away
 - 7 for work/life balance
 - 4 resigned during training as they could no longer commit
 - 2 for other reasons;
- 48 officers (10%) are non-operational or leave of absence.

4.0 Introduction

On the 8th February 2022 Supt Shaun Kane and Jenny Brouard had a review meeting with Suzanne Harris to discuss the re-shaping and development of this paper. Recommendations have been partially implemented for this paper and will all be included in the next update.

Essex Police remains the second largest Special Constabulary in England and Wales, behind only the Metropolitan Police.

5.0 Current Work and Performance

5.1 Recruitment

Essex Police continue to be the only force in the country that have signed to become an early adopter of the SC to PC pilot being led by College of Policing. The pilot a formal process to enable Special Constables (SC) who have demonstrated competence in role at Independent Patrol Status (or equivalent) to transition more easily into Police Constable (PC) roles.

The process enhances the current recruitment of candidates who are experienced SC to the regular PC role to join as new recruits under the IPLDP (and forthcoming PEQF) programmes. Adopting this national programme will build on the current internal training and evidence collation of SC competency. The intended benefit will be a streamlined recruitment process allowing SC candidates with suitable evidence of competency to bypass the national selection process. They will however be required to complete the remaining aspects of the recruitment process to ensure suitability to the role of PC.

Essex Police are planning to launch this on 4th March 2022 with briefing events shortly for Special Constables to learn more about the programme.

Essex Police received 137 completed applications between 1st November 2021 and 31st January 2022. This is an increase from the previous quarter of 26 applications (19%).

- 19 applications were from BAME applicants (13.9%), compared to 22 applications (10.1% of total applications) from the same period the previous year 2020/2021. The total number of applications were higher in this period last year but the percentage of overall BAME application has increased.
- 55 applicants identified as female (40.15%), compared to 67 (30.73% of all applications) from the same period in 2020/2021 leading to a percentage increase.
- Media activity over the next few months should see an increase in application numbers
- The Specials Recruitment Team are working with Specials Command to run Special Recruitment Roadshows across the county in different venues to increase application numbers. In addition they continue to attend Corporate Recruitment events in person or virtually.

5.2 Media Attraction

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

- The Media Team launched on the 14th December 2021 a bespoke Special Constabulary Campaign which in the first week of January 2022 showed an increase in 10 applications compared to the previous week of 5 applications. The recruitment team will now be providing weekly data in order that we can analyse progress;
- Facebook and Twitter continue to be the highest media source for Special applications;
- The Essex Chamber of Commerce continues to Support and promote our ESP Scheme in which our ESP Co-ordinator provides an updated report at the Chamber of Commerce monthly meetings;
- The Winter Edition of Special Impact Magazine has not been published at this time.

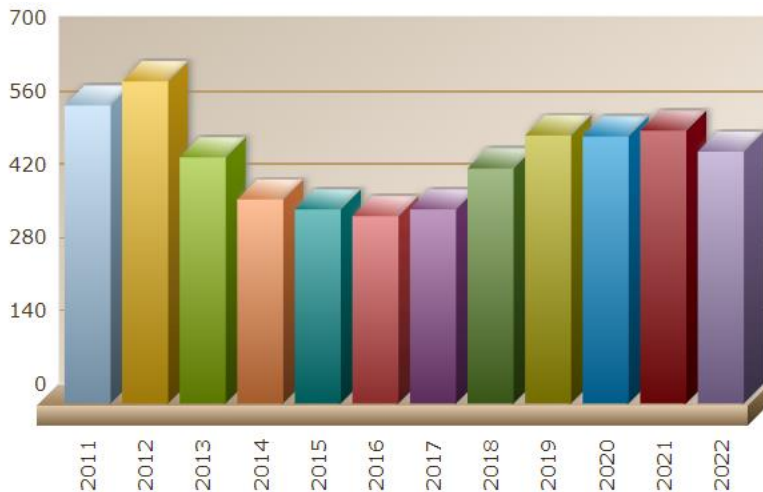
5.3 Recruitment data from 1 Apr 2016 to current date

The table below compares the recruitment and exits of the current year with the previous 5 years. The number of Specials who resign to become a regular officer has increased from a position of 26.6% in March 2017 to 30.1% during 2021/22 which is a success as part of the officer uplift programme.

Year	Joiner	Exits	(No. of leavers who have joined regulars)	% of leavers who have become a regular
2016/17	87	105	28	(26.6%)
2017/18	180	116	38	(32.7%)
2018/19	215	127	49	(38.5%)
2019/20	163	163	77	(47.2%)
2020/21	167	137	40	(29.2%)
2021/22	79	123	37	(30.1%)
Grand Total	891	771	269	(34.89%)

The above table identifies the SC Command as a significant pipeline to the recruitment of PCs, both within Essex Police and wider, with 269 recruits having started their policing journey as a Special.

Annual Average Officer Numbers;



(Dutysheet, 14 Feb 2022)

5.4 Employer Supported Policing & Community Special Constables

Employer Supported Policing (ESP):

- 51 businesses (including Essex Police), in the last quarter, support 100 Officers in the ESP scheme which is an increase of 2 businesses from the last quarter. Of these 100 Officers, 41 officers are employed by Essex Police in other roles;
- 119 ESP duties have resulted in 890 hours of policing in this period which is a decrease of 0.8% for duties but an increase of 2.2% for hours worked on the previous quarter
- In addition to our registered businesses, at the start of the pandemic, twelve business agreed to allow staff paid time off for policing duties during the Covid-19 crisis. As things return to normal, this number has understandably decreased to 20 duties and 95 hours. A couple of the businesses have formally

registered (Barclays, TFL) and we are negotiating full registration with others such as St John Ambulance and Sainsbury's.

Special Constable Damian Walters is CEO of The British Institute of Kitchen Bedroom and Bathroom Installation, a membership organisation for the trade with big brand members such as B&Q, Wren Kitchens and Victoria Plumb. In January, Les Hawkins, and Special Supt Chris Gliddon were invited to attend their annual conference at the QE2 Conference Centre in Westminster. Speakers included MP's and Steven Lawrence's brother Stewart. Les gave an overview of ESP and presented the CEO with the registration certificate. Les linked in with the MD of the industry's biggest trade magazine who will be considering an ESP article in a future edition.

Currently in various stages of negotiation with 66 businesses – some initial and others at the stage of final decisions. Engagement did slow with businesses during the festive season however a positive meeting was held with Anglia Ruskin University and follow up meetings planned with several businesses including Asda.

- Essex Chambers of Commerce continue to plan for future ESP virtual and in person events such as the Festival of Business at Hylands House in April;

Community Special Constables (CSC):

- 12 active CSC officers covering 8 councils. One less officer than last quarter – they have now left to join our regular force.
- CSC Specials have worked 93 duties resulting in 671 hours. This is a decrease of 3.2% duties and 3.8% hours on the previous quarter;
- There are currently 20 officers in various stages of the pipeline including 12 in post foundation training and 8 awaiting start dates.
- Seventeen new parish/town councils have registered with the scheme since the EALC presentations including Little Baddow, Roydon and Stock within the last quarter.

5.5 Performance

- 478 officers (as of 14 Feb 2022);
- 28 Ethnic Minority officers (5.7% of the establishment);
- Delivered 37,672 hours of which 29,334 were operational hours. This is equivalent to the working time provided by 21.6 full time officers at a cost of £1.08m during this quarter (or 86.4 full time officers a year at a cost of £4.3m);
- 12 Community Special Constables covering 8 parishes with a further 20 CSCs in the pipeline;
- 51 businesses (including Essex Police) and 100 Officers who now benefit from the ESP scheme.

Over the period 1st November 2021 to 31st January 2022, Specials have contributed a total of 37,672 hours compared to 45,077 hours in the previous quarter. This is a 26.26% decrease on the same period in 2020/21, where 51,088 hours were contributed. The pandemic wave in December 2021 had a significant impact on specials availability and hours contributed during this month.

The last 3 months has seen 29,334 operational hours contributed - a decrease of 11.6% in operational hours worked the previous quarter. During the same quarter in 2020/2021, 38,687 operational hours and a total of 51,088 hours were contributed. The hours worked by the Special Constabulary across this three-month period is equivalent to the working time provided by 21.6 full time officers at a cost of £1.08m during this quarter (or 86.4 full time officers a year at a cost of £4.3m).

During 1st November 2021 to 31st January 2022, we had on average a constabulary of 491 Special Constables. These officers contributed 37,672 hours of which 29,334 hours were operational. They had contributed a total of 45,077 hours the previous quarter of which 33,186 had been operational.

During this quarter, 62 % of Special Constables have volunteered at least 16hrs each month, the minimum number of hours expected.

In addition, the 491 Specials have averaged 25.5 hours each per month compared to last quarter when 514 Specials averaged 29.3 hours each.

This is a decrease of 17.7% on the equivalent period in 2020/21 when 509 Specials averaged 31 hours per officer with many furloughed during lockdown and able to provide more volunteering hours.

During this quarter in 2019, 522 Specials averaged 29.9 hours each month.

On researching this matter there has been a slow decline all through 2021 due to the impact of the pandemic and life changes being made. The impact of the Omicron variant in December 2021 due to people wishing to see their families over Christmas was a contributing factor to less hours during this time. We lost 35 Special Constables over this period but in January 2022 we have seen a steady rise already in hours and engagement contributed which is a promising start for the year.

Annual Total Hours and Duties;

(Dutysheet, 14th February 2022)

- 35 Specials have left the Special Constabulary this quarter, which is a decrease of 9 (20.5%) from the previous quarter and an increase of 6 (20.7%) from the same period last year.
 - 8 for Essex regulars
 - 1 for Other Force Regs
 - 1 due to a career change
 - 2 retired after more than 17 years volunteering
 - 1 due to incompatible job roles
 - 6 due to a change in personal circumstances
 - 2 due to a loss of interest
 - 1 moved away
 - 7 for work/life balance
 - 4 resigned during training as they could no longer commit
 - 2 for other reasons;

The team are part of the LPSU Strategic Co-ordination Group to look at the mobilisation of LPSU resources delivering a partnership approach monthly across different geographical locations throughout Essex. The first Day of Action occurred in Thurrock on the 29 January 2022. This involved community engagement, crime prevention advice, as well as proactive policing in relation to Op Sceptre and knife crime. The second deployment is a "Street Weeks" event in Colchester at the end of February.

The Specials are also co-ordinating support within their districts for Op Nightshade - Weekends of Action. The aim is to reduce/prevent High Harm offences and improve outcomes. Special deployments over designated weekends, are to assist and add value, covering foot patrols, public reassurance, visibility in High Harm areas, dealing with outstanding High Harm suspects and STORM incidents, warrants, CBO breaches etc.

The Specials Command Team are also working alongside the West Midlands Police Op Unity team, planning deployments and support later this year in relation to the

Commonwealth Games. The team are also supporting Op Platinum in relation to the Queen's Jubilee celebrations.

From October through to December 2021 the team supported the Darker Nights Campaign around Burglary.

Officers continue to focus on supporting the front-line response for Covid 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).

5.6 Covid response (Op Talla)

The Special Constabulary have made the progress in the following areas:

- There has been another decrease in Officers who are non-operational due to self-isolating from 2 officers (0.4% of command) in October 2021 to 1 officer (0.2%) in February 2022. There are no officers social distancing currently;
- Recruitment events are a mixture of online and outreach events;
- The online written test for candidates via Teams will be adopted permanently;
- The 6 monthly promotion board process is due to run again in February and is a physical event adapted to ensure it is Covid secure;
- We currently have 2 intakes remaining for 2021/2022 offering 27 places and 16 intakes planned for 2022/2023 to accommodate 226 new applicants;
- Covid secure training programme continues to run in line with the guidance however EPC are now back to face to face training across all courses with the ability to move to MS Teams should the need arise.
- EPC continue to facilitate class sizes for foundation training with limited capacity for 16 students on weekend courses and 11 for intensive intakes however the intensive classes can be increased to 14 if required;

5.7 Operational Deliverables

- Special Takeover Days – continue to support our Regular Colleagues to focus on case progression, victim contacts, online training and ANPR duties. This has proved to be most successful and well received by Regular Command Teams;
- Operation Sunshade supporting the force as we come out of lockdown and from October to December 2021 supporting the Darker Nights Campaign against Burglary;
- Operation Matterhorn which the Specials Command Team lead which involved the deployment of 150 Special Constables on the 23rd November 2021 across the county supporting regular officers. Appendix B below provides a full brief

5.8 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.

The aspiration is to achieve 600 by March 2023 which will be challenging due 4 additional factors in addition to the regular turnover:

- 1) Exit of Specials who as a result of change of circumstances due to the impact of the pandemic are having to make difficult lifestyle changes
- 2) Reduced training capacity to ensure Covid secure classes
- 3) Increased conversion rate of specials to regular which is assisting in the officer uplift priority
- 4) Post pandemic the number of applications has decreased and without a bespoke and constant Media Campaign we are at risk of not achieving our aspiration of growth. Media are aware of our concerns and are working with us to support our campaign in particular with #Myotherlife campaign which showcases Special Constables.

5.9 Links to Police and Crime Plan Priorities

The Police and Crime Plan 2021-24 states that the PFCC will ‘*boost community volunteering, encourage the Active Citizen Programme and grow the police family – increasing the Special Constabulary, with a Special Constable in every community*’.

The Special Constabulary has grown by 172 Officers (33%) 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.

6.0 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.

6.1 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	There continues to be a successful pathway for SCs to become a PC

		establishment target due to Force recruitment.	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 2022. This means that the current regular recruitment campaign will continue.

6.2 Equality and/or Human Rights Implications

We are looking at the number of female applications we are receiving in comparison to before the pandemic;

2019 - 346 female applicants, 35% of overall application numbers

2020 - 312 female applicants, 31% of overall application numbers

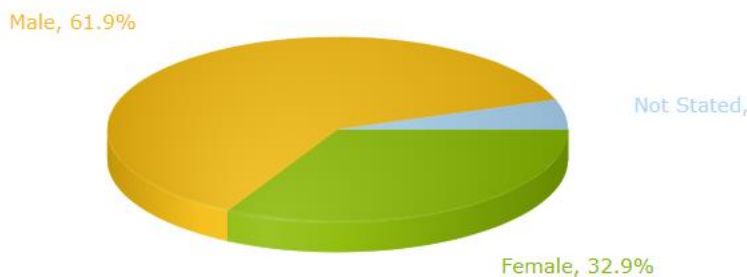
2021 - 217 female applicants, 35% of overall application numbers

The Women’s Leadership and Development Forum have 3 members of the Special Constabulary as Special Champions, along with CIP Development Manager, Sarah Wright, who has just stepped down as co-chair. CIP Commander, Jenny Brouard chairs the Menopause network.

The Special Champions have held several events this last year to encourage more diversity at rank, through the promotion boards, and opportunities within the Operational Policing Teams. They have also held events to raise awareness of the other networks available to support including Menopause, Agile Working, Disability and HELP.

The Special Development Team are currently completing some work in relation to better support for specials and volunteers who are dyslexic.

Special Constabulary Gender Breakdown;



(Dutysheet, 10th February 2022)

6.3 **Health and Safety Implications**

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

6.4 **Consultation/Engagement**

- Pru Kingham – Media
- Jason Poole – Learning & Development
- Hannah Scally – Specials Recruitment Delivery Manager
- Les Hawkins – Supported Policing Champion

6.5 **Actions for Improvement**

The action taken to sustain recruitment over the last quarter has been summarised in section 5 above.

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

Awards & Recognition:

- **Queens Platinum Jubilee Medal** This medal will be awarded to all Special Constables with 5 years' service.
- **British Awards for Women in Policing** The nominations for 2022 has just been released with nominations that closed on the 31st January 2022. The Specials Command Team will be nominating Special Constables for this award.
- **Force Awards** Special Constables and team members were shortlisted for a number of awards in November 2021 including;
 - Making a Difference – S/Supt Leon Dias
 - Outstanding Commitment – S/Supt Mart East
 - Public and Partnership, George Cook Trophy – Mart East, C&PP
 - Innovation of the Year award – Joe Belkaid, Special Coordinator
 - Diversity Award – Sarah Wright, CIP Development Manager

In addition, Special Constable of the Year went to SC Carole-Anne Porter, a trainee Investigator in SCD. Shortlisted were - S/Insp Dan Cope from the North LPA, T/S/Insp Jonathon Cuthbertson and ex-special PC Ross Fenwick from South LPA, and the late SC Toby Speller from the Marine Unit. There was a special video in memory of SC Speller and a presentation to his widow at the ceremony.

Communication:

- Ongoing review of usage of Essex Specials Twitter account strategically and looking to create more original and regular content. Facebook and Twitter continue to be the highest Media source for Special applications;
- On 14th December 2021, the Media Team launched a bespoke Special Constabulary Campaign which in the first week of January 2022 showed an increase in 10 applications compared to the previous week of 5 applications. The recruitment team will now be providing monthly data in order that we can analyse progress and the data will be included in the next report;

- The Essex Chamber of Commerce continues to Support and promote our ESP Scheme in which our ESP Co-ordinator provides an updated report at the Chamber of Commerce monthly meetings;

Recruitment training & retention:

- Continue weekly 'pipeline' meeting of Specials Development Team, HR, Business Support, Vetting, L&D. ToR is to review numbers at each stage against target, process & attrition from application to attestation to identify any blockers or risks and take action to mitigate;
- Future Virtual and physical recruitment events scheduled for Winter/Spring 2022 including roadshows around the county.
- Specials Training Team (L&D) continued response to Covid secure training has kept class sizes at 16 for weekend intakes and 11 for mid-week and intensive intakes. These intakes can be expanded to a maximum of 14 if necessary;
- The yearly projection for 2022/23 remains at a minimum of 226 spaces however there is capacity to increase this to 350. This is made up of 10 weekend, 5 intensive and a single mid-week intake.
- Since 1 April 2021, 79 Students have started training. There are 27-30 spaces available up until 31 March 2022 for the remaining 2 courses.

Reporting & governance:

- Development of 4-year Delivery Plan – Essex Police Specials 2025;
- Review of current reporting format;
- Review of assets and business case to support upscaling of BWV, laptops and mobile devices. A second paper was produced at the Chief Officer Board in September 2021 which has ensured finance support for the planning budget 2022/2023.

6.7 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 have devised a package which is compliant with the Special Constabulary Learning Programme phase 1 and have successfully migrated the teams over to the new programme. The team are in the process of developing the optional phase 2 of the programme thus adding more value to Essex Special Constables which will create more assessable training.

6.8 Decisions Required by the Police, Fire and Crime Commissioner

Not required.

6.9 Appendices

Appendix A

Appendix B

OFFICIAL



SC Force detailed
comms.docx



Operation
Matterhorn - Op Over

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