

## Performance and Resources Scrutiny Programme 2021/22

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

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| <b>Title of Report:</b>                   | <b>Specials Recruitment – Quarterly Report</b>                |
| <b>Agenda Number:</b>                     | <b>8.0</b>  |
| <b>Classification</b>                     | <b>Official</b>   |
| <b>Chief Officer</b>                      | <b>ACC Rachel Nolan</b>                                       |
| <b>Date Paper was Written</b>             | <b>13<sup>th</sup> April 2022</b>                             |
| <b>Version Number</b>                     | <b>1</b>  |
| <b>Report from:</b>                       | <b>Essex Police</b>   |
| <b>Date of Meeting:</b>                   | <b>4<sup>th</sup> July 2022</b>                               |
| <b>Author on behalf of Chief Officer:</b> | <b>Jenny Brouard</b><br><b>Citizens in Policing Commander</b> |
| <b>Date of Approval:</b>                  | <b>10<sup>th</sup> June 2022</b>                              |

#### 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 18<sup>th</sup> January 2022 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 February 2022 to 30th April 2022 and future areas of focus. Highlights include:

### **Reward & Recognition:**

- The Special Constabulary Team have sent 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.
- The Specials Command Team are now in receipt of the Queens Platinum Jubilee Medals for all our Special Constables that have completed five years' service and our organising the role out of these medals to ensure our Special Constables can wear them from the 2<sup>nd</sup> June 2022.
- The Special Constabulary Team are finalising arrangements for the annual Special Constabulary Awards which are to be held on the 9<sup>th</sup> May 2022 at Essex Police HQ in which we will be honouring and showcasing the fantastic work undertaken by our Special Constabulary

### **Establishment, engagement & duties;**

- 447 officers (as of 03 May 2022);
- 28 Ethnic Minority officers (6.02% of the establishment 31 March 2022);
- Delivered 37,010 hours of which 28,807 were operational hours. This is equivalent to the working time provided by 21.5 full time officers at a cost of £1.08m during this quarter (or 86.1 full time officers a year at a cost of £4.3m);
- 52 businesses (including Essex Police), in the last quarter, support 98 Officers in the ESP scheme which is an increase of 1 business from the last quarter. Of these 98 Officers, 39 officers are employed by Essex Police in other roles;
- 119 ESP duties have resulted in 1,178 hours of policing in this period which is an increase of 34.7% for duties and an increase of 27.9% for hours worked on the previous quarter

### **Recruitment, training & retention:**

Essex Police have adopted the SC to PC pilot being led by College of Policing. Corporate Recruitment met with Business Services and other stakeholders (Specials Command and Specials Training) in February to discuss the implementation. There were two briefing evenings held over MS Teams on 3<sup>rd</sup> and 9<sup>th</sup> March with 116 SC's attending these. The launch date was 4<sup>th</sup> March 2022; and so far, there have been 6 applications in total (1 for DHEP and 5 for PCDA).

The Recruitment Team continue to attend events in person or virtually – most events have gone back to face to face. Some events attended in this quarter were The One Show filming, Anglia Ruskin University, USP Seevic, Palmers College and talks with Cadets. There are various events and engagement activities booked in for the next quarter.

Work has been ongoing for the Recruitment Information Event Roadshow (RIE) around the county, with dates and venues being finalised.

- 97 applications this last quarter which represents a decrease from the previous quarter of 40 applications (29.2%);

- 13 applications were from BAME applicants (13.4%), compared to 24 applications (13.26% of total applications) from the same period the previous year 2021/2022. The total number of applications were higher in this period last year but the percentage of overall BAME application has slightly increased;
- 31 applicants identified as female (31.96%), compared to 59 (32.60% of all applications) from the same period in 2021/2022 leading to a small percentage decrease;
- 1 intake in the last quarter started with 3 new officers.
- Scheduled for 5 more Intakes, by 31 July 2022 with a potential for 73 more applicants to start;
- Restrictions on Attestations have ended with family and friends now invited. There were 3 Attestations in this last quarter with 17 new officers.

#### **Non-operational & service exit:**

- 31 leavers represent a decrease of 4 (11.4%) from the previous quarter;
  - 6 for Essex regulars
  - 1 for a medical reason
  - 1 for personal reasons – other
  - 6 due to a change in personal circumstances
  - 2 moved away
  - 1 for COVID work/life balance
  - 6 for work/life balance
  - 6 resigned during training as they could no longer commit
  - 2 for other reasons;
- 56 officers (12.5%) are non-operational or leave of absence.

#### **4.0 Introduction**

Essex Police remains the second largest Special Constabulary in England and Wales, behind only the Metropolitan Police. We continue to support other forces in sharing best practices and leading the way for ensuring our Special Constables are supported and valued. On the 13<sup>th</sup> April the Command Team from Thames Valley Police visited Essex Police HQ to visit our Special Constabulary Team to fully understand the structure we have in place and what we have implemented.

#### **5.0 Current Work and Performance**

##### **5.1 Recruitment**

Essex Police have signed up 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.

There were two briefing evenings held over MS Teams on 3<sup>rd</sup> and 9<sup>th</sup> March with 116 SC's attending these. The launch date was 4<sup>th</sup> March 2022; and so far, there have been 6 applications in total. One application was for the Degree Holder Entry Programme (DHEP) and 5 for the Police Constable Degree Apprenticeship (PCDA).

- Essex Police received 97 applications between 1st February 2022 and 30 April 2022. This is a decrease from the previous quarter of 40 applications (29.2%);
- 13 applications were from BAME applicants (13.4%), compared to 24 applications (13.26% of total applications) from the same period the previous year 2021/2022. The total number of applications were higher in this period last year but the percentage of overall BAME application has slightly increased;
- 31 applicants identified as female (31.96%), compared to 59 (32.60% of all applications) from the same period in 2021/2022 leading to a small percentage decrease;
- Recruitment continues to attend events in person or virtually – most events have gone back to face to face. Some events attended in this quarter were The One Show filming, Anglia Ruskin University, USP Seevic and Palmers College and talks at Cadets. There are various events and engagement activities booked in for the next quarter as well;
- Work has been ongoing for the RIE Roadshow around the county, dates and venues being finalised and this is something being worked on by the team currently.

## **5.2 Media Attraction**

In this quarter we continue to maximise social media coverage around several events in which to gain a positive impact on recruitment figures directly as highlighted below: -

- The Media Team worked with the BBC One Show in which on the 29<sup>th</sup> March Essex Police Special Constables were promoted which included Penny Lancaster a Special Constable with City of London Police interviewing Special Superintendent Leon Dias and ACC Rachel Nolan. This received positive feedback and the recruitment team are looking to see if this has attracted an increase in applications;
- National Volunteer Week is 1<sup>st</sup>-7<sup>th</sup> June in which we are in the planning stages working with the Media Team of producing bespoke coverage of our Special Constables involving interviews with several of our Special Constables who will explain why they find it rewarding to be a Special in Essex Police;
- Facebook and Twitter continue to be the highest media source for Special applications;
- The Specials Constabulary Team attended the Festival of Business Event on the 27<sup>th</sup> April 2022 which was organised by the Essex Chamber of Commerce. Through high visibility engagements the team were able to promote Essex

Special Constabulary including our ESP Scheme (specifically with our ESP Co-ordinator and one of our ESP Special Constables).

- We have been informed by the National Specials Team that the Special Impact Magazine will no longer be published due to changes in their team so we are looking at producing an internal magazine to send to our potential Special Constables awaiting their training which will provide them with updates around Essex Police Special Constabulary;

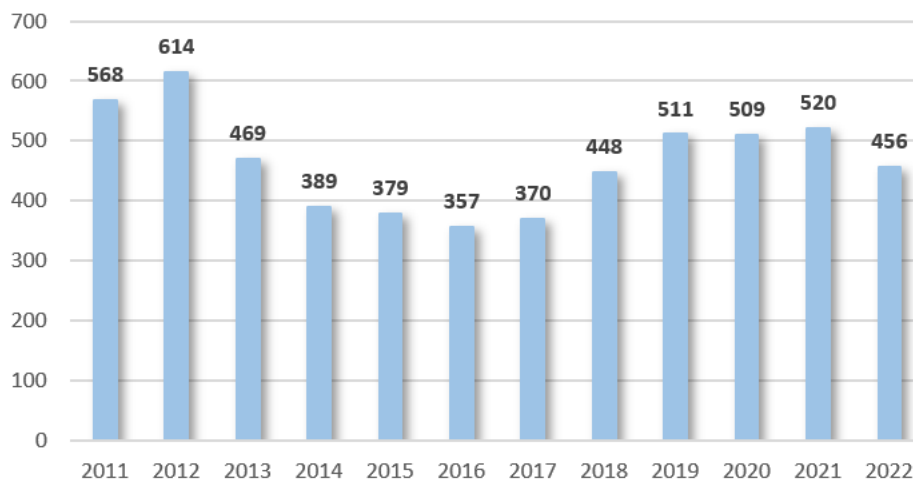
### 5.3 Recruitment data from 1 Apr 2016 to current date

The table below compares the recruitment and exits of the current year with the previous 6 years. The number of Specials who resign to become a regular officer has increased from a position of 26.6% in March 2017 to 28.8% 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            | 82         | 146        | 42  | (28.8%)                                |
| 2022/23            | 3          | 10         | 1   | (10%)                                  |
| <b>Grand Total</b> | <b>897</b> | <b>804</b> | <b>275</b>                                | <b>(30.4%)</b>                         |

The above table identifies the SC Command as a significant pipeline to the recruitment of PCs, both within Essex Police and wider, with 275 recruits having started their policing journey as a Special.

### Annual Average Officer Numbers



(Dutysheet, 11 May 2022)

## 5.4 **Employer Supported Policing & Community Special Constables**

### **Employer Supported Policing (ESP):**

- 52 businesses (including Essex Police), in the last quarter, support 98 Officers in the ESP scheme which is an increase of 1 business from the last quarter. Of these 98 Officers, 39 officers are employed by Essex Police in other roles;
- 119 ESP duties have resulted in 1,178 hours of policing in this period which is an increase of 34.7% for duties and an increase of 27.9% for hours worked on the previous quarter;
- In addition to our registered businesses, at the start of the pandemic, 12 business agreed to allow staff paid time off for policing duties during the Covid-19 crisis. Of these businesses, Barclays and Transport For London (TFL) are now officially registered, and negotiations continue with Sainsbury's and St John Ambulance. The remaining 8 businesses were smaller, local organisations who are no longer interested in the scheme and/or their special constables have moved on from their businesses;
- Essex continues to lead nationally with ESP. After consultation with Les Hawkins, Gloucestershire Police have now appointed a full time ESP Coordinator and Les Hawkins has met them to provide support. Thames Valley Police are also looking at this role and Les is linking in with them to provide guidance;
- Currently in various stages of negotiation with 68 businesses – some initial and others at the stage of final decisions. Anglia Ruskin University have agreed to register. Negotiations are at advanced stages with Asda and Sainsbury's who are both looking to implement ESP within revised volunteering policies;
- Essex Chambers of Commerce continue to plan for future events and Les Hawkins had an ESP stand at their Festival of Business in April. Les is will be presenting two sections at the national ESP conference in May.

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

- 15 active CSC officers covering 10 councils. 3 more officers and two more councils, Stansted Mountfitchet and Thaxted, since last quarter, with two officers cover two councils each;
- CSC Specials have worked 95 duties resulting in 611 hours. This is an increase of 2.2% duties but a decrease of 9.8% hours on the previous quarter;
- There are currently 20 officers in various stages of the pipeline including 11 in post foundation training and 8 awaiting start dates.

## 5.5 **Performance**

- 447 officers (as of 03 May 2022);
- 28 Ethnic Minority officers (6.02% of establishment 31 March 2022);
- Delivered 37,010 hours of which 28,807 were operational hours. This is equivalent to the working time provided by 21.5 full time officers at a

cost of £1.08m during this quarter (or 86.1 full time officers a year at a cost of £4.3m);

- 52 businesses (including Essex Police) and 98 Officers who now benefit from the ESP scheme;
- 15 Community Special Constables covering 10 parishes with a further 20 CSC's in the pipeline.

Over the period 1st February 2022 to 30th April 2022, Specials have contributed a total of 37,010 hours compared to 37,672 hours in the previous quarter. This is a 34.2% decrease on the same period in 2021, where 56,237 hours were contributed during a period of restrictions because of the pandemic.

The last 3 months has seen 28,807 operational hours contributed - a decrease of 1.8% in operational hours worked the previous quarter. During the same quarter in 2021, 41,069 operational hours and a total of 56,237 hours were contributed.

The hours worked by the Special Constabulary across this current three-month period is equivalent to the working time provided by 21.5 full time officers at a cost of £1.08m during this quarter (or 86.1 full time officers a year at a cost of £4.3m).

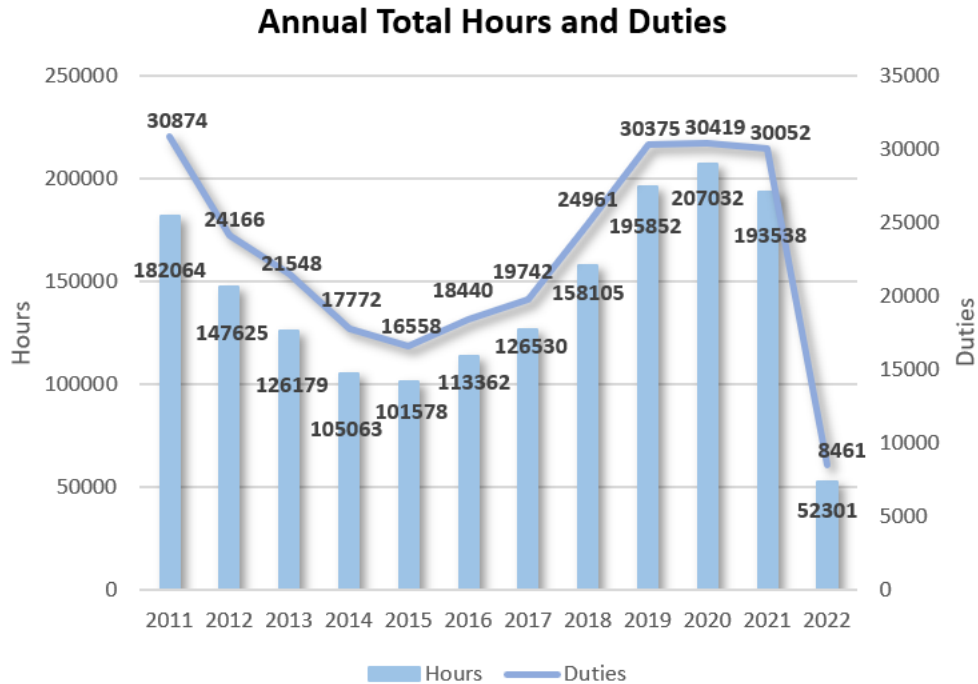
During 1st February 2022 to 30<sup>th</sup> April 2022, we had on average a constabulary of 455 Special Constables. These officers contributed 37,010 hours of which 28,807 hours were operational. They had contributed a total of 37,672 hours the previous quarter of which 29,334 had been operational.

During this quarter, 63 % of Special Constables have volunteered at least 16hrs each month, the minimum number of hours expected.

In addition, the 455 Specials have averaged 26.7 hours each per month compared to last quarter when 491 Specials averaged 25.5 hours each.

This is a decrease of 24.8% on the equivalent period in 2021 when 529 Specials averaged 35.5 hours per officer with many furloughed during lockdown and able to provide more volunteering hours.

During this quarter in 2019, 511 Specials averaged 33.2 hours each month.



(Dutysheet, 11 May 2022)

- 31 Specials have left the Special Constabulary this quarter, which is a decrease of 4 (13%) from the previous quarter and a decrease of 1 (3.1%) from the same period last year;
  - 6 for Essex regulars
  - 1 for a medical reason
  - 1 for personal reasons – other
  - 6 due to a change in personal circumstances
  - 2 moved away
  - 1 for COVID work/life balance
  - 6 for work/life balance
  - 6 resigned during training as they could no longer commit
  - 2 for other reasons;

The team continue to be 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. Following the success of the Day of Action in Thurrock in January and the Street Week in Colchester in February the team are supporting Castlepoint and Rochford between the 25<sup>th</sup> April-1<sup>st</sup> May, this will include continued support around community engagement and crime prevention advice along with supporting their regular colleagues with Op Brunton in the Town Centre and Op Henderson supporting the local Licensing Team. There are further events which will be planned throughout the coming months in which the Specials will play an integral part during each planned mobilisation.

The Specials continue to co-ordinate 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 finalising arrangements 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.

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 are currently no officers who are social distancing or non-operational due to self-isolating. In October 2021, 2 officers (0.4% of command) were self-isolating, and this reduced to 1 officer (0.2%) in February 2022;
- 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 ran in February and is a physical event adapted to ensure it is Covid secure;
- We have 14 intakes remaining for 2022/2023 offering 226 places. Class sizes have now increased from 16 to 20, for the 8 weekend courses but remain at 11 for the 6 intensive courses due to the availability of specialised training, such as Defensive Skills, on week days;
- EPC are now back to face to face training across all courses with the ability to move to MS Teams should the need arise.

## **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 Nightshade – 45 Special Constables from Colchester and Tendring supported the force during the weekend of the 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> March which resulted in 325 hours of hi visibility patrols;
- Operation Zeugma – 11 Special Constables from Southend provided support to their regular colleagues on the 12<sup>th</sup> April and contributed to 55 hours of hi visibility patrols;

## 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.<br><br>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;

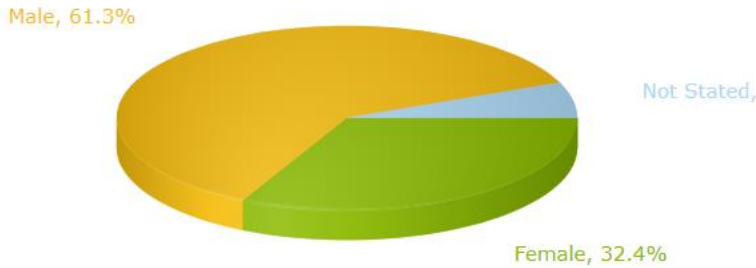
- 2019 - 346 female applicants, 35% of overall application numbers
- 2020 - 312 female applicants, 31% of overall application numbers
- 2021 - 217 female applicants, 35% of overall application numbers
- 2022 - 50 female applicants, 30.5% of overall application numbers

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 is an executive member. Maria Rawlings, Specials Coordinator, is an executive member of the HELP Forum as is S/Insp Martyn Nichols of the Disability Network. 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, 04 May 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
- Chris Gliddon – 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.
- CIP Commander, Jenny Brouard will be attending a Buckingham Palace Garden Party in May to celebrate her BEM for her work with CIP. S/Supt Scott McCabe and CIP Development Manager, Sarah Wright will also be attending in recognition of the QAV presented to the Special Constabulary in 2021.

#### **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;
- 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;

- New weekly Specials Oversight Meetings with HR Recruitment Managers and Head of Special Constabulary to focus on campaign;
- Inclusion in weekly force recruitment meetings with HR Recruitment managers to ensure the pipeline of applicants are moving effectively and efficiently through the various stages;
- Recruitment continues to attend events mainly in person and numerous events are booked in for this next quarter. Recent events attended include The One Show filming, Anglia Ruskin University, USP Seevic, Palmers College and Cadet events;
- Work has been ongoing for the RIE Roadshow around the county with dates and venues being finalised;
- As Covid restrictions have ended, the Specials Training Team (L&D) have increased class sizes from 16 to 20 for weekend intakes however intensive intakes remain at 11 due to the availability, week-day, of specialised training;
- The yearly projection for 2022/23 has increased from 226 to 266 spaces. This is made up of 10 weekend, 5 intensive and a single mid-week intake;
- Since 1 February 2022, 3 students have started training. There are 226 spaces available up until 31 March 2023 for the remaining 14 intakes.

**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**



SC Force detailed  
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