



Police Now Workforce Insights 2020/21

Our learning and insight from five years of recruiting, developing and inspiring a diverse group of leaders in policing

NB: Force specific versions are available to partner forces on request

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Contact Details

Name & Job Title	Contact details
Kurtis Christoforides (Policing and Home Affairs Director)	kurtis.christoforides@policenow.org.uk
David Spencer (Co-founder & Chief Executive)	david.spencer@policenow.org.uk
Liam Fenn (Head of Strategy and Insights)	liam.fenn@policenow.org.uk

Executive summary

This report aims to share our key learning to date for the benefit of the policing sector, in line with the key pillars of our Theory of Change:

- 1. Impact in Communities:** Despite the challenges of doing so, Police Now remains committed to measuring changes in crime, Anti-Social Behaviour (ASB) and public confidence in the communities where participants work. There are early 'green shoots' of impact emerging from this analysis. Independently peer reviewed analysis suggests an 11.7% reduction in ASB in the communities where Police Now's second cohort of participants were posted, and a 7.2% reduction in communities without Police Now participants. Whilst the data does not yet show any significant differences in national crime rates between Police Now and non-Police Now communities; there are indications of positive trends where forces implement the programme to a high standard. We are using this data and insight to inform future programme implementation, and have identified some key recommendations to help forces maximise the impact potential of Police Now participants **(see pages 7-16)**.
- 2. Recruit:** Police Now has made good progress recruiting more Black, Asian and Minority Ethnic (BAME()) and women officers to policing, performing well in relation to national joiner rates. In 2020, 54% of participants on the National Graduate Leadership Programme (NGLP) identified as female (compared to 35% of new officer recruits nationally) and 17% identified as BAME (compared to 11% of new officer recruits nationally). Furthermore, 43% of our 2020 National Graduate Leadership Programme cohort were not planning to join the police before hearing about Police Now. 56% of detectives who joined our first National Detective Programme (NDP) in 2019 were not planning to join the police before hearing about Police Now **(see pages 17- 32)**.
- 3. Develop:** Research suggests that officers' joining policing through Police Now's programmes have strong communication skills, high levels of emotional intelligence, a strong alignment to procedural justice, as well as a motivation to apply evidence-based policing techniques to community problem-solving. They also perform well in core exams. For example, 85% of Police Now's detective participants passed the National Investigators' Exam first time, 23% higher than the national average (November 2019) **(see pages 33- 48)**.
- 4. Inspire:** Police Now programme retention rates are high and consistent with no significant differences according to ethnicity and gender. Research conducted by the Strategy and Insights team at Police Now suggests wellbeing is the strongest predictor of recruits' career satisfaction after 18 months in service, with implications for retention. Further research on the value of external secondments suggests that: time spent on an external secondment can consolidate officers' desire to remain in policing as well as contribute to the expansion of individual skills, experience and knowledge, particularly in relation to problem-solving and communication **(see pages 49-55)**.
- 5. Enable:** Police Now and forces create a supportive culture for our participants through Syndicate Leads, Leadership Development Officers (LDOs) and Line Managers. Analysis by Police Now also shows that wellbeing is the strongest 'driver' of recruit wellbeing, suggesting that wellbeing should be central to all development and recruitment conversations, particularly in the context of the national uplift programme **(see pages 56-64)**.

Recommendations: The blue shaded boxes throughout this report contain recommendations for forces to consider, based on the learning and data that Police Now has collected over the past five years recruiting and developing police officers.

Police Now is a not-for-profit mission-driven organisation that has recruited and trained over 1,500 police officers in England and Wales since 2015

Police Now's mission is to *transform communities by recruiting, developing, and inspiring a diverse group of leaders in policing.*

Police Now was created by Constables, Sergeants, and Inspectors through a police service programme designed to encourage innovation. Since 2015, Police Now has recruited and trained over 1,500 police officers across forces in England and Wales.

Police Now runs two programmes across England and Wales: the National Graduate Leadership Programme (National Graduate Leadership Programme – Neighbourhoods) and the National Detective Programme (National Detective Programme).

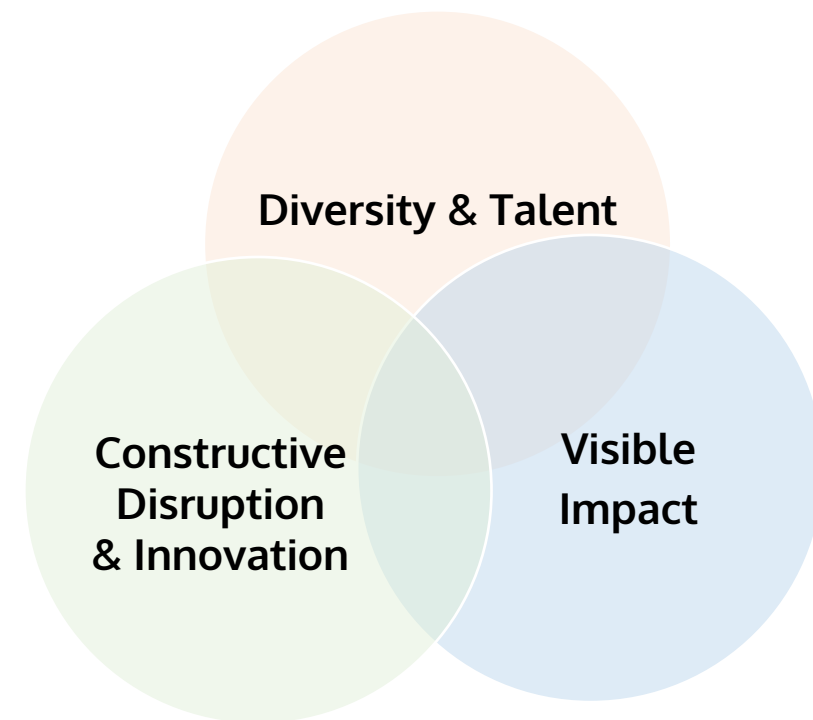
Critically, the outcomes that Police Now has demonstrated have only been possible because the programmes and how they are run, operate as a *single aligned system*. It would be an error to view Police Now purely from a recruitment and marketing perspective, or purely from a training perspective.

We believe that Police Now is in a unique position to support and bring value to British policing in these core areas:

Attracting and developing the most diverse group of officers in policing

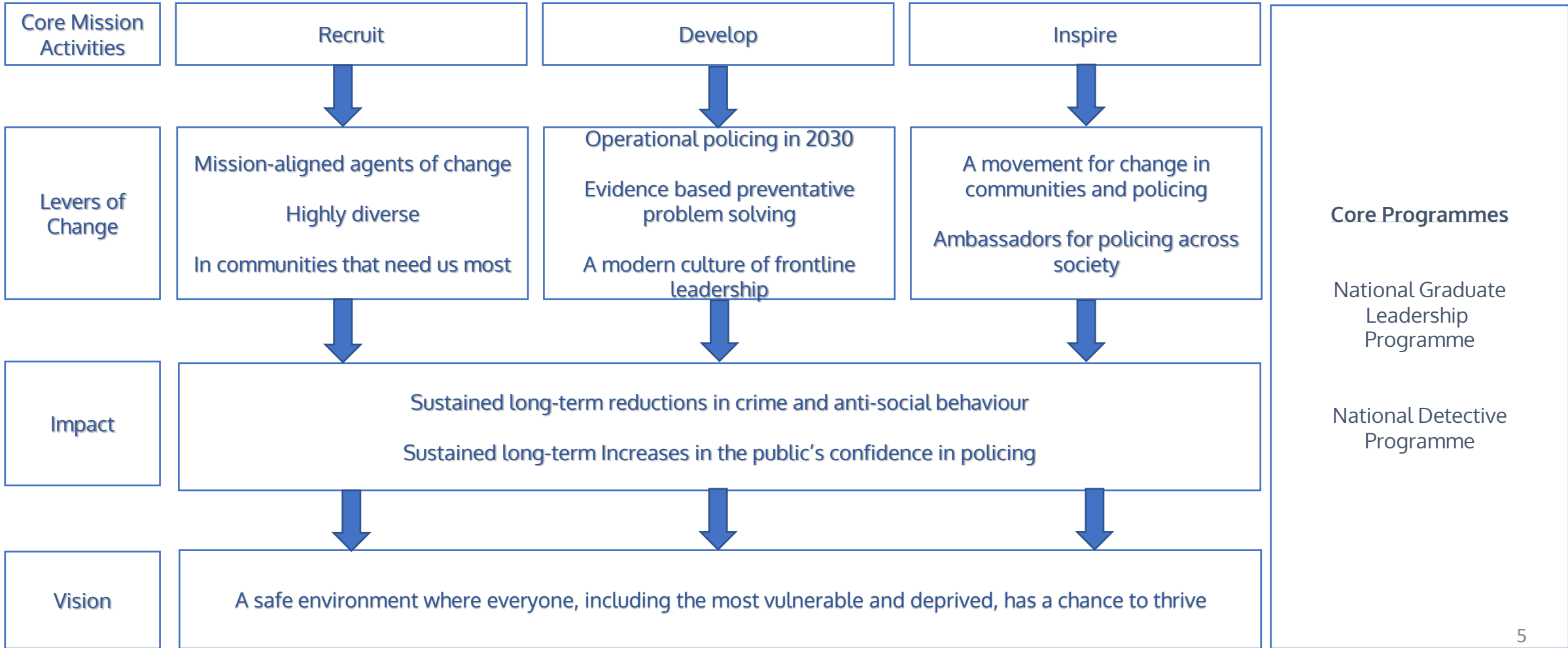
Officers who are willing and able to constructively disrupt the status quo to deliver innovation on the policing frontline

Operational leaders who have a visible impact in communities and policing



Police Now's Theory of Change links our Mission and Vision to what we actually do; this ensures we relentlessly align all of our activities to our Mission

Police Now's mission is to transform communities by recruiting, developing, and inspiring leaders in policing



We conduct research and evaluation to improve our programmes and develop insights that can support policing nationally

- To monitor progress against our mission and develop our programmes using an evidence-based approach, Police Now gathers and analyses data covering attraction, recruitment, diversity, inclusion, participant experience and progression. Despite the significant data and analytical challenges, Police Now also works with independent experts to analyse data on crime and ASB in the communities where participants are posted.
- Since 2015 we have maintained a commitment to process and impact evaluation, partnering with academics and building a small team of researchers and analysts at Police Now who hold us accountable for all of our activities. The team is led by a PhD qualified expert who has a decade of experience applying research methods to understand the policing workforce, officer experience and the public's confidence in policing.

Cohort	Evaluation
2015	Independent longitudinal evaluation of 2015 cohort experience by MOPAC
2015	Impact evaluation of 2015 cohort based on independent and audited data sources
2016	Independent evaluation of the 2016 cohort experience run by UCL and Birkbeck University
2016	Translation of EBP into Practice based on 2016 cohort, co-authored with independent academics
2017	Longitudinal evaluation of 2017 cohort experience
2018	Longitudinal evaluation of 2018 cohort experience
2019	Impact evaluation of 2016-2018 cohort based on independent and audited data sources
2019	Workforce Insights: Police Now's learning on recruiting and developing officers' over the last 5 years
2019	Longitudinal evaluation of 2019 cohort experience
2019	Internal evaluation of Academy experience and progression
2019	Police-academic collaboration, published in Policing
2020	Insight Briefings: Wellbeing in policing, Secondments in policing, Procedural Justice.
2020	Internal evaluation of Academy experience and progression
2019-2021	Independent evaluation of 2019-2021 Detective pilot programme by Canterbury Christ Church University

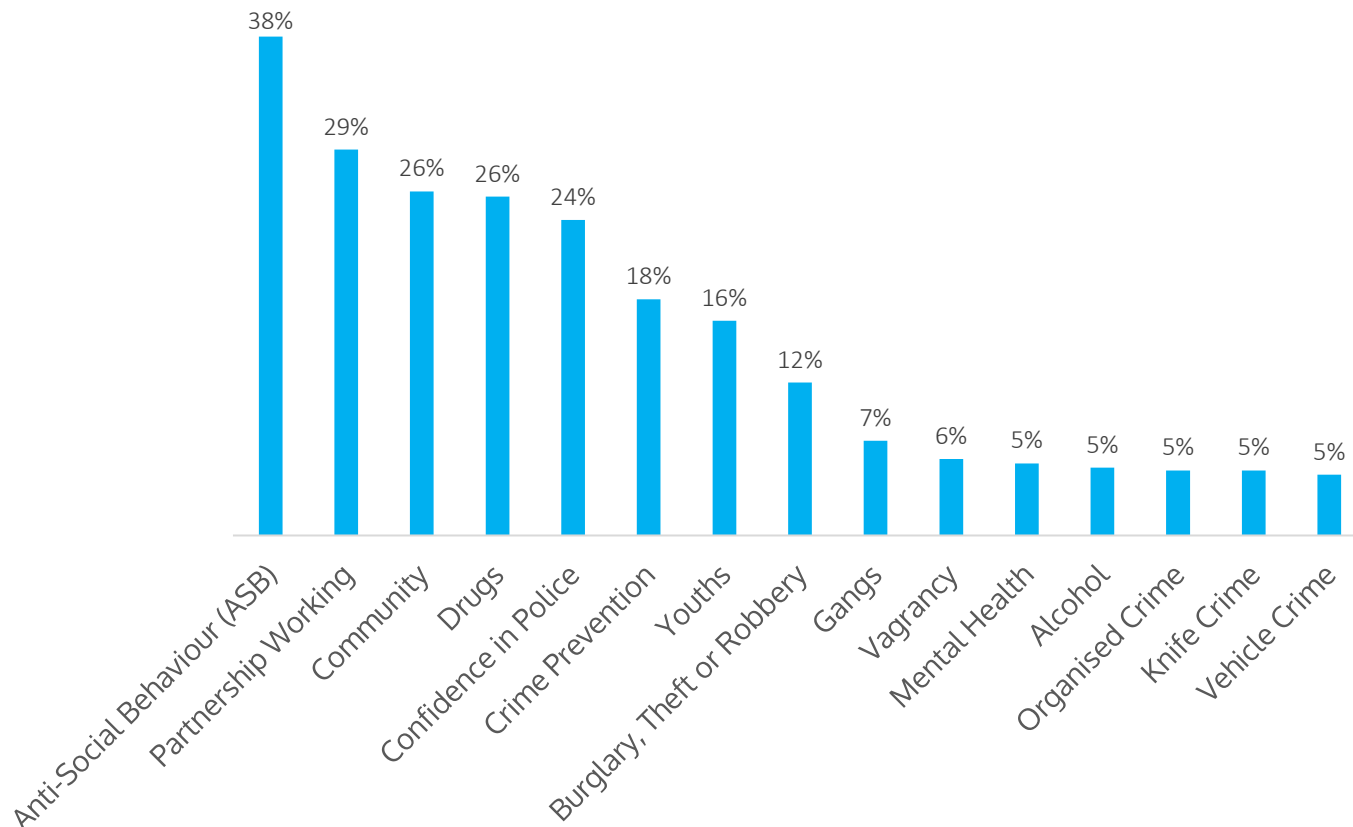
Impact in Communities

Impact in Communities: key summary

- 1. Evaluation findings indicate positive impact on crime and ASB in communities, but there remains more to do.** Independently peer reviewed analysis suggests early 'green shoots' of impact in relation to ASB in the communities where our second cohort of participants were posted (11.7% reduction in Police Now communities versus 7.2% reduction in non-Police Now communities).
- 2. A case study shows the potential for participant impact when our programmes are implemented to a high standard:** Analysis of crime and ASB data for a force that implemented the programme to a high-standard point to consistent positive trends in crime and ASB in the communities with a Cohort 2 Police Now participant. Notwithstanding the limitations of this evaluation, the results provide some useful insight into how forces can maximise the value and impact potential of Police Now participants. We are using these findings to improve programme implementation, with clear recommendations set out at the end of this section.
- 3. Impact over time:** Indicative analysis comparing crime trends in communities with a Police Now participant and without a Police Now participant suggest that participant impact peaks at the end of their first year on the programme. Police Now are continuing to use this evidence to review programme inputs and Leadership Development Officer support, with a focus on evidence-based problem-solving.

Police Now neighbourhood officers focus on addressing crime and ASB, and building effective relationships with partners and the public

Topics which Police Now participants focus their Impact Assessments (2015-2019)

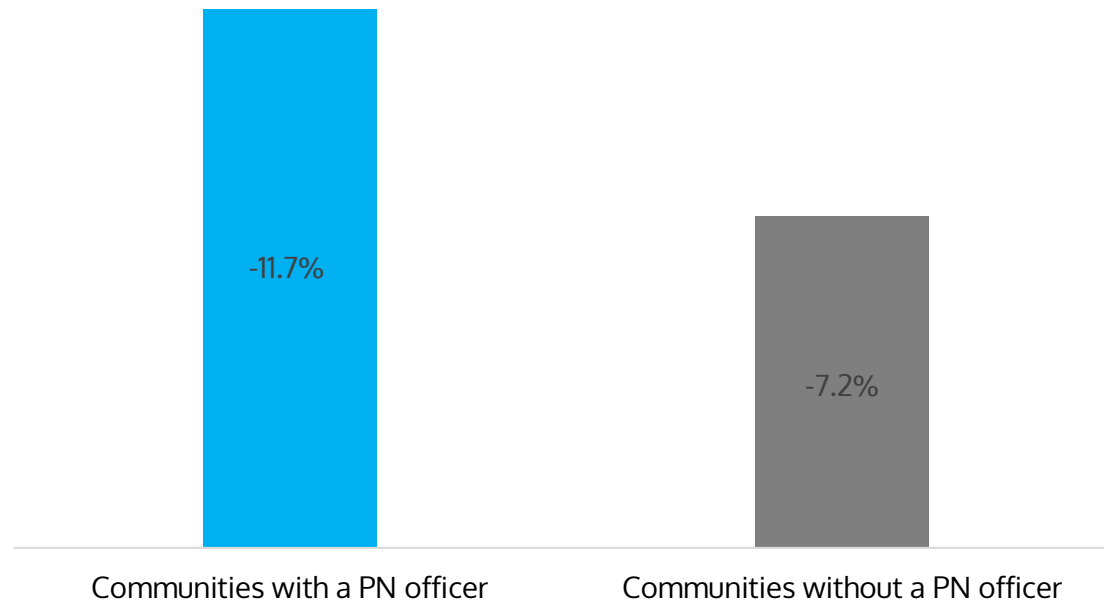


- Analysis of the Police Now Impact Library provides an insight into how neighbourhood officers are spending their time, with activities focussed primarily on ASB (38%), partnership working (29%), community engagement and drug related criminality (26%).
- The work of Police Now participants and their neighbourhood teams aligns very strongly with the aims of neighbourhood policing i.e. for the police to work in partnership with other agencies and citizens, to solve and prevent local disorder, and build confidence.
- ASB tends to be concentrated in deprived (predominantly urban) areas, and can have a significant impact on the 'quality of life' for residents in this area. Tackling it requires effective partnership working with multi-agency partners and the community; it follows that these are commonly tagged themes.
- Building confidence and working with young people also feature as some of the most common issues being addressed.

Data source: Police Now Impact Library - analysis of most commonly tagged categories across 1516 case studies as of 03/07/2019.
Note: % of all Impact Library content with that specific topic tag. Multiple tags are typically assigned to a project (hence total exceeds 100%)

Analysis of our second cohort of participants suggests 'green shoots' of impact in relation to anti-social behaviour

Change in recorded anti-social behaviour observed in communities where Police Now's 2016 cohort worked



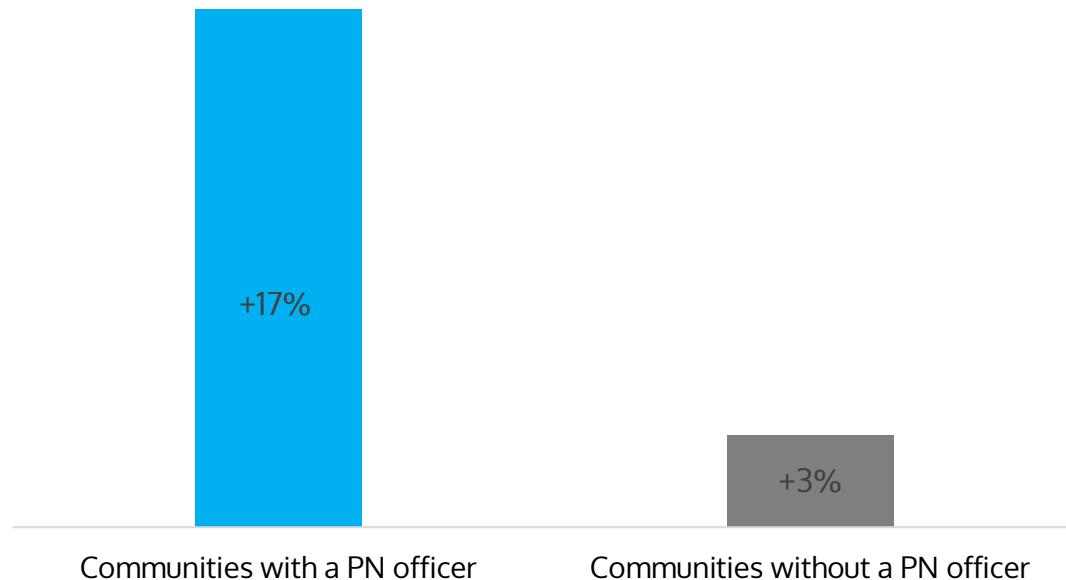
- Trends in ASB were analysed using data from five partner force areas over participants' 22-month deployment period (Oct 2016 - July 2018) to the 22 months prior to the cohort joining the programme to control for any seasonal variation (Oct 2014 - July 2016).
- The independently peer-reviewed results suggest an 11.7% reduction in ASB in the communities where Cohort 2 Police Now participants were posted during their 22-month neighbourhood programme (Oct 2016-July 2018) compared to a 7.2% reduction in communities without a Police Now participant.
- These results should be **treated with caution** due to the limitations of this analysis (see appendix for further details) and police recorded crime statistics, and preclude any firm statements of cause and effect.

Data Source: Police recorded crime data for England and Wales 2014-2018.

Notes : Given the focus on improving the quality of recording crime incidents in recent years, it might be that some incidents previously recorded as ASB are now recorded as crime. It is possible that this may account for some of the decreases in ASB that have been observed in both communities with a Police Now officer and those without a Police Now officer.

Previous analysis also indicates positive trends in young people's confidence in the police

Changes in young people's responses to 'Taking everything into account, how good a job do you think the police in this area are doing?' (Excellent/good)



- Data shows a statistically significant 17% increase in young people's (16-24) confidence in the police in communities with a Police Now officer compared to a 3% increase in matched comparison communities without a Police Now officer.
- Whilst the results provide some indication of impact potential, results should be **treated with caution** given the low sample sizes and preclude firm cause and effect statements in the absence of a fully randomised design (also see MOPAC, 2018).
- MOPAC (2018) advised that independent analysis should continue to evaluate these outcomes, emphasising the importance of participants evidencing their own individual impact given the challenges associated with confidence data and causal attribution.

Data source: Internal Police Now analysis of MOPAC Public Attitudes Survey

Notes: % change in young people's confidence in the police in London communities with a Police Now officer compared to a statistically matched set of comparison communities, based on data from the MPS Public Attitudes Survey. The total number of respondents for PN wards for the twelve-months ending September 2015 was 1458 (204 aged 16-24), and 1630 (239 aged 16-24) for the fifteen-months ending December 2016. The total number of survey respondents in comparison wards for the year ending September 2015 was 2260 (274 aged 16-24), and 2349 (290 aged 16-24) for the fifteen-months ending December 2016.

There are also indications of consistent and positive trends in crime where forces implement the programme to a high standard

- The indicative trends in the communities where Cohort 2 Police Now participants were posted in a single force:
 - 21% reduction in ASB in the communities where Cohort 2 Police Now participants were posted during their 22-month neighbourhood programme (Oct 2016-July 2018) compared to a 10% reduction in communities without a Police Now participant.
 - Indicative positive trends were also observed in relation to individual crime types (excluding “drugs”), including reductions in shoplifting and bicycle theft
 - This indicative data also suggests slower increases in some crime types where Police Now participants were posted, including violence and sexual offences.

West Midlands	22-month period	Anti-social behaviour	Bicycle theft	Burglary	Criminal damage and arson	Drugs	Other crime	Other theft	Possession of weapons	Public order	Robbery	Shoplifting	Theft from the person	Vehicle crime	Violence and sexual offences	Total
Non Police Now	Before	71,180	4,039	27,861	30,027	6,208	3,153	21,958	1,546	9,255	5,322	21,048	2,394	31,918	54,849	290,758
	After	64,404	4,149	35,726	32,300	4,454	4,185	27,743	2,081	13,196	8,077	22,897	2,433	44,687	76,105	342,437
Police Now	Before	21,620	1,149	5,321	6,460	2,314	753	7,096	585	2,964	2,336	8,143	2,438	7,373	14,680	83,232
	After	17,134	1,112	6,525	6,771	1,789	761	7,909	687	4,126	3,190	7,344	2,400	10,269	19,600	89,617
Difference	Non Police Now	-10%	3%	28%	8%	-28%	33%	26%	35%	43%	52%	9%	2%	40%	39%	18%
	Police Now	-21%	-3%	23%	5%	-23%	1%	11%	17%	39%	37%	-10%	-2%	39%	34%	8%

Data Source: Police recorded crime data for England and Wales 2014-2018

Trends in crime were analysed over participants' 22-month deployment period (Oct 2016 - July 2018) to the 22 months prior to the cohort joining the programme to control for any seasonal variation (Oct 2014 - July 2016). **Results should be treated with caution** due to limitations with the data and methodology, in particular the absence of a fully randomised controlled trial design.

Further evaluation identified five key factors that appear to have contributed to the positive impact seen in this case study

1. The force worked with Police Now to ensure effective implementation of the programme and provide participants with a strong understanding of force context

- The force took great care when integrating participants into the force and were supportive of the Police Now programme.
- The ethos of Police Now was supported and encouraged by senior officers, staff and high performing Syndicate Leads.
- Participant understanding of force priorities and objectives were aligned to force priorities and their strategic transformation plan, which focused on evidence-based policing and prevention techniques.

2. Participants were posted to some of the most deprived areas

- Participants were posted to some of the most deprived neighbourhoods in the force area, with the majority being posted to communities that fall within the 10% most deprived in the country (based on data from the Indices of Multiple Deprivation Data 2015).

3. Before arriving in force, participants had a strong understanding of the issues facing their communities

- In-force induction sessions in which participants shared information and common issues about their neighbourhoods, ensured participants felt a sense of ownership and understanding of their communities before they started at the Summer Academy, enabling them to contextualise learning.
- Police Now's focus on evidence-based problem solving coupled with the forces enthusiasm for this approach provided a strong foundation for participant impact.

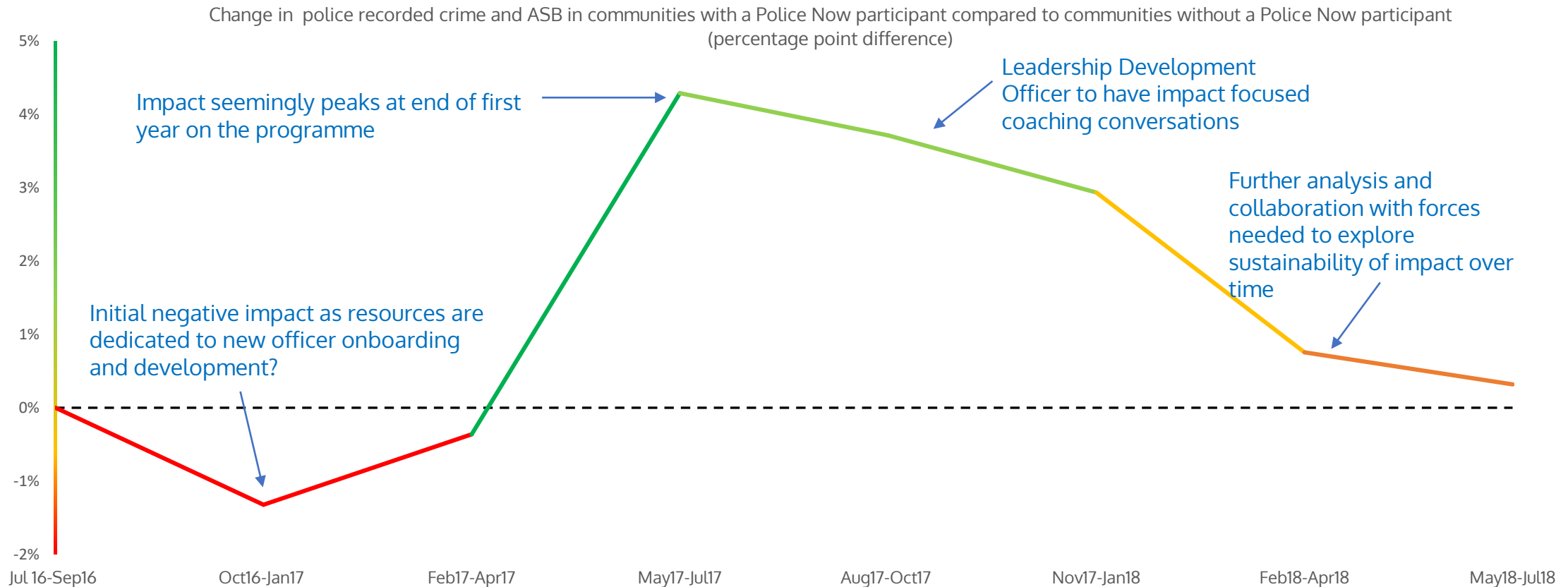
4. Participants collaborated effectively and creatively, sharing knowledge and taking personal responsibility for problem-solving

- Ample opportunities were provided to participants, prior to and during the two-year programme, for them to share, collaborate and innovate on community problem solving (e.g. Action Learning Sets, Impact Events).

5. A strong sense of cohort cohesion and pride underpinned participants' motivation for making a difference

- The cohort developed a strong sense of cohesion, solidarity and friendship which lasted the entirety of the programme and beyond.
- Participants were proud to be part of their force and their first cohort of Police Now officers.
- High performing Syndicate Leads (seconded Sergeants) at the Police Now Summer Academy.

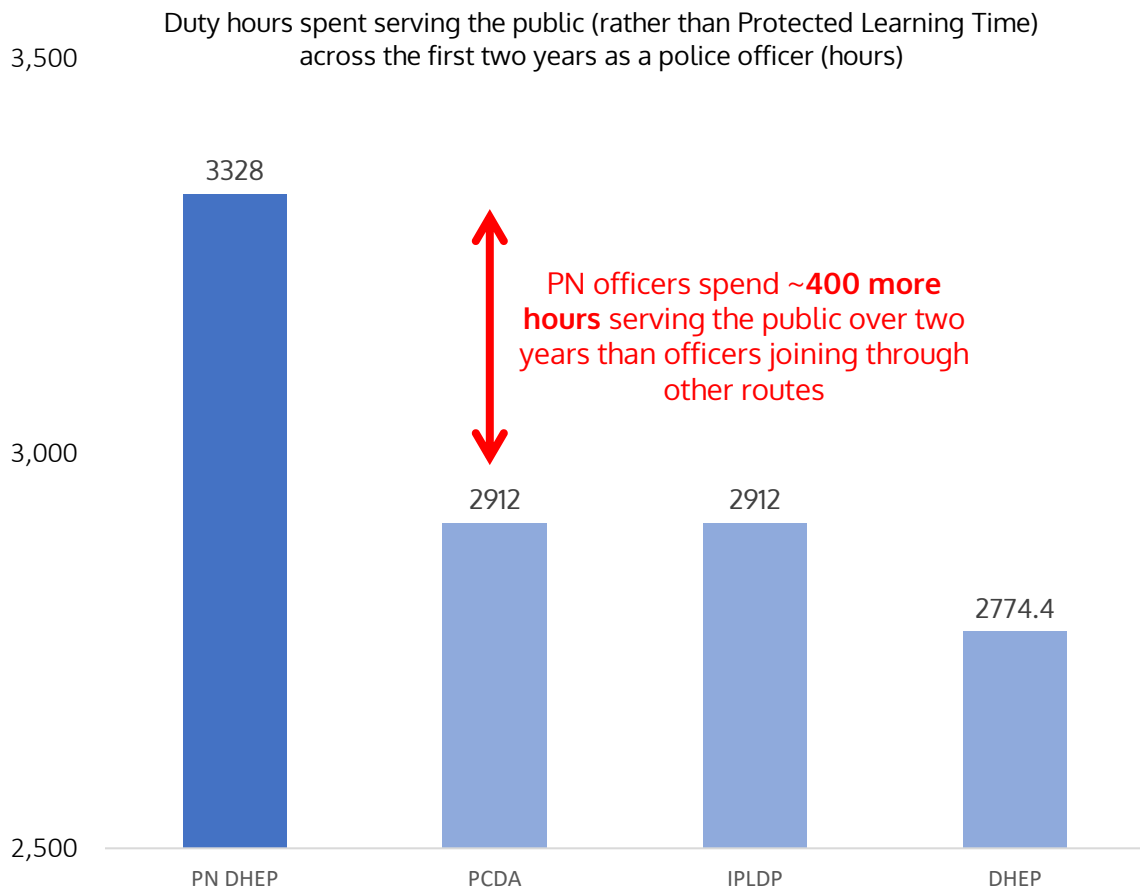
Indicative evidence suggests that participant impact peaks at the end of their first year on the programme



- Whilst these results provide a useful insight into how potential for impact might change over the course of recruits initial two years in service to help inform programme delivery, they should be **treated with caution** due to the limitations of this analysis and police recorded crime statistics.

Data Source: Police recorded crime data for England and Wales 2014-2018
Trends in crime were analysed over participants' 22-month deployment period (Oct 2016 - July 2018) to the 22 months prior to the cohort joining the programme to control for any seasonal variation (Oct 2014 - July 2016). **Results should be treated with caution** due to limitations with the data and methodology, in particular the absence of a fully randomised controlled trial design.

Officers entering the police service via Police Now programmes spend more time serving the public than other officers with costs comparable to other routes



Police Now programmes, which are PEQF compliant under the DHEP strand, incur approximately **20%** abstraction (or Protected Learning Time) each year across the two year programme.

For comparison the average abstraction rates (calculated by the College of Policing) are:

- Initial Police Learning and Development Programme (IPLDP – pre-PEQF): 50% in year 1 and 12% in year 2; an average of **30%**.
- Degree Holder Entry Programme (DHEP) routes run by forces: 47% for year 1 and 14% in year 2; an average of **32%**.
- Police Constable Degree Apprenticeship (PCDA) routes run by forces: 43% for year 1, 16% in year 2, and 17% in year 3; an average of 26% across 3 years or **30%** across the first 2 years.
- As outlined by the recent the College of Policing publication, any reliable comparison of different programme costs is challenging; for example costs of recruitment marketing, candidate assessment, on-boarding and estate costs are often omitted from force data.
- The recent College paper indicates the average year 1 per officer direct DHEP cost is £4,963 (using Welsh forces as the indicator) and the average year 1 per officer indirect cost is £6,426, a combined total of **£11,389**.
- The equivalent cost of the Police Now NGLP to forces is £6,975 per year per participant direct cost (£13,950 per participant for the full two year programme including marketing, assessment, initial training, university costs and ongoing development) and £4,061 indirect cost totalling **£11,036**.

Data source: College of Policing, PEQF Initial Entry Routes Learning to Date, 2020; PN Internal Analysis of Abstraction & PTL, 2019. This was calculated by: taking the default total number of hours worked by a police officer over two years in both cases (4,160, made up of 2,080 x 2) and then applying the total abstraction rate of the NGLP (just under 20 per cent) and comparing this with the lowest abstraction we've found amidst forces (32%).

Based on our learning we are able to offer the following recommendations to forces to help maximise the impact of their officers

Develop comprehensive force induction sessions to equip officers with local knowledge prior to initial training starting

- ❑ Develop pre-training inductions, with a focus on problem-solving and strategic context
- ❑ Equip participants with local knowledge prior to initial training- our research suggests new officers are then able to better contextualise their training learning and subsequently translate this learning into practice.

Ensure participants have access to local crime and deprivation data to inform problem solving

- ❑ Provide all participants with early and frequent access timely crime and deprivation data relating to their communities, to inform and monitor the impact of their problem-solving activity.

Post new officers to the most deprived areas wherever possible

- ❑ In order to maximise officer enthusiasm and subject to workforce requirements, forces should work to identify the most deprived communities, posting new officers to these areas to increase potential for impact on crime and ASB for the most vulnerable in society.

Embed evidence-based policing approaches as a core focus of participants' development and problem-solving

- ❑ Equip participants and their line managers with the key diagnostic tools and access to 'what works' evidence to capitalise on participants' enthusiasm for making a difference through evidence-based problem-solving techniques.
- ❑ Develop knowledge of evidence-based policing approaches amongst line managers to ensure coaching conversations are infused with evidence of 'what works', helping participants define problems and effectively measure impact.

Create better interconnectivity between officers' PEQF assessments and community impact

- ❑ Wider feedback suggests there is more work to do to streamline DHEP officers' university requirements with their problem solving work in their forces. This would ensure that officers are able to focus their efforts on preventing and reducing crime. Work with your university partner to ensure alignment between officer training and university assessments.

Create the conditions for strong cohort cohesion and knowledge sharing

- ❑ Provide platforms for officers to stay connected and support each other after they leave the Academy. In particular, forces should consider Action Learning Sets (problem-solving sessions with senior officers), Group Coaching, and Problem Solving Forums where participants (and colleagues) can share problems and ideas. Innovation and problem-solving activity is enhanced when diverse ideas and perspectives combine.

Recruit

Police Now's Mission and Theory of Change - Recruit



Recruit: key summary

1. Targeted national recruitment campaigns, delivered at speed with high-levels of candidate care, can help policing recruit diverse leaders

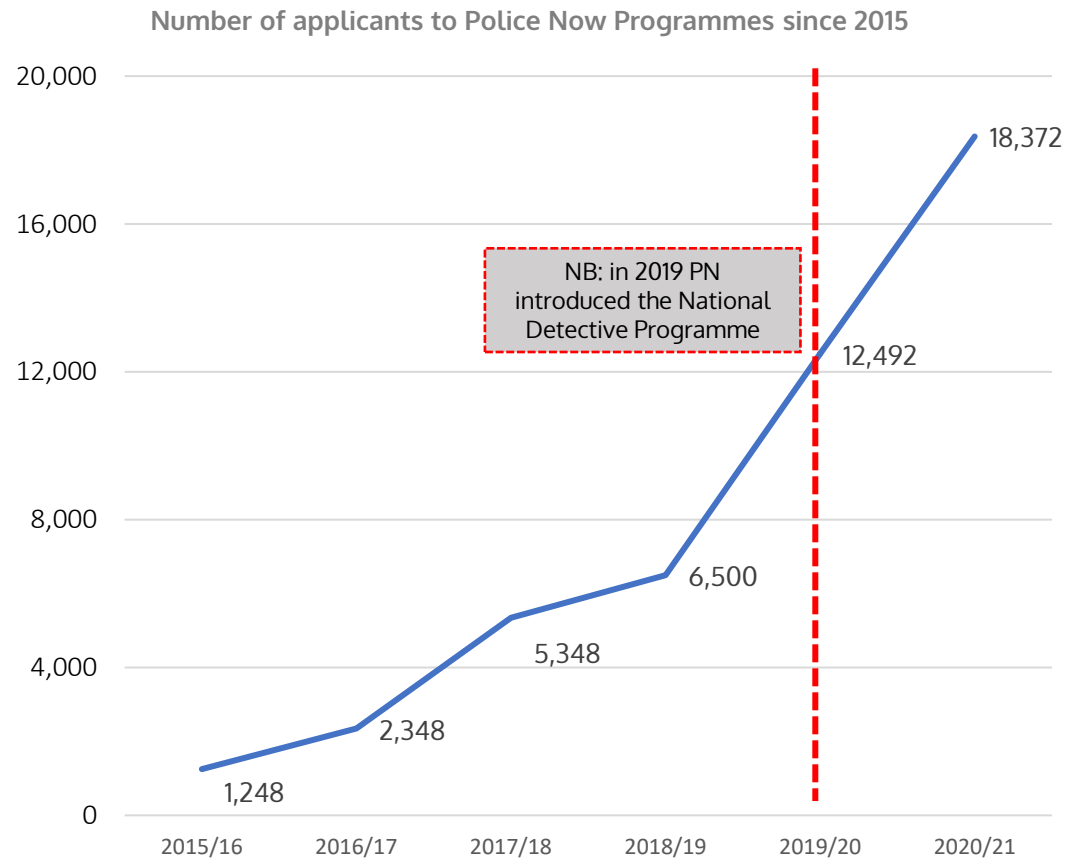
Of those who started Police Now's National Graduate Leadership Programme and National Detective Programme (offer-holders) in 2020/21:

- 54% NGLP recruits identify as female (compared to 37% of joiners nationally in 2019/20).
- 66% of NDP offer-holders identify as female.
- 17% NGLP recruits identify as BAME (compared to 10% of joiners nationally in 2019/20), of whom 45% were female.
- 26% of NDP offer-holders identify as BAME.
- Individuals identifying as 'Black heritage' on our National Graduate Leadership Programme increased from 8 in 2019 to 29 officers in 2020.
- 16% of our NGLP recruits previously qualified for free school meals (compared to 15% of the national population). 15% of NDP offer-holders previously qualified for free school meals

2. Candidates who identify as BAME are more likely to decline conditional offers: Internal analysis of our recruitment data suggests that, on average, BAME candidates are twice as likely to decline conditional offers to policing. It is essential that policing continues to focus on the community transformation aspects of police work, engages candidates' wider network of influencers (e.g. friends and family) and delivers recruitment campaigns at speed, with a focus on candidate care and positive action. Pre-employment processes within forces should also be continuously reviewed, as a longer process can lead to higher attrition.

3. Posting Police Now participants to the most deprived neighbourhoods: Analysis suggests that Police Now participants typically work in more deprived communities (based on data from the Indices of Multiple Deprivation 2015) characterised by higher crime and ASB, and lower public confidence in the police. Forces can continue to support Police Now in its mission by posting participants to the most deprived communities (where workforce requirements allow). It is in these communities that participants and their colleagues can have the biggest impact on the lives of the most vulnerable in our society.

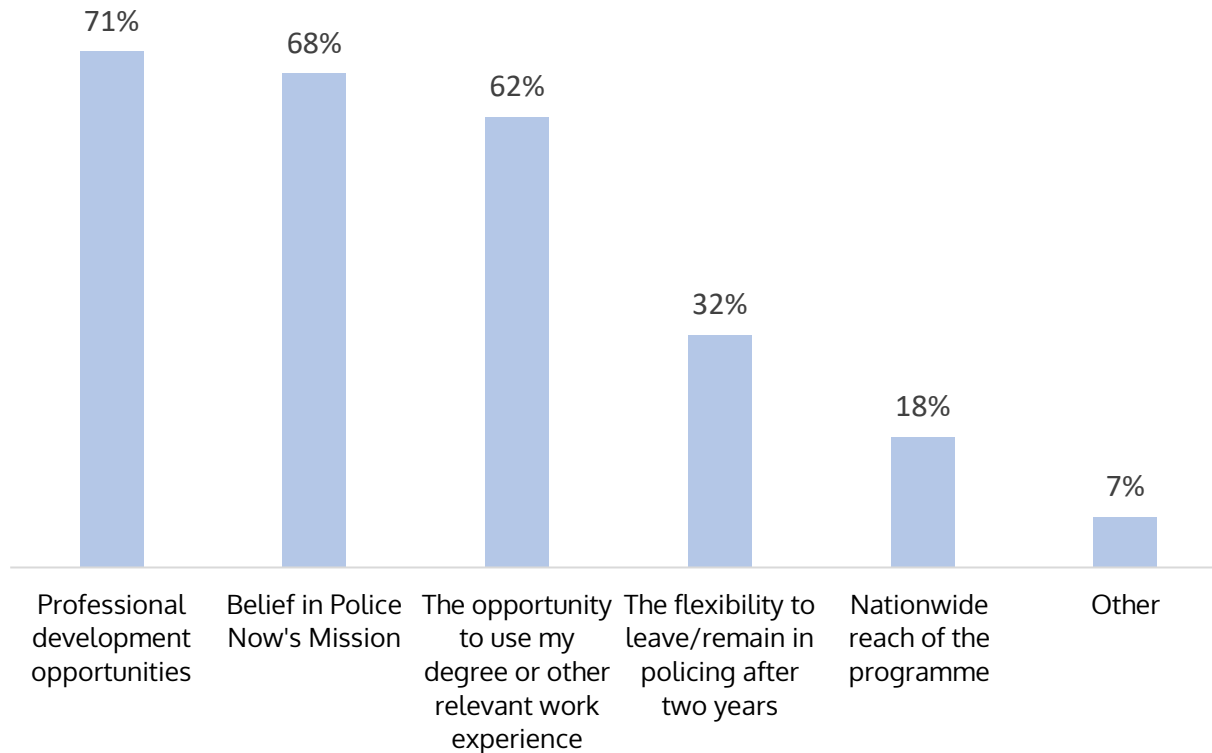
Growth in applications to Police Now's programmes suggests policing is well positioned to attract diverse and motivated graduates



- Police Now has seen a steep increase in applications since 2015. This, coupled with graduate sector research, suggests policing is well positioned to attract diverse and motivated graduates.
- Our learning suggests that advertising the public service aspects of police work at an early stage, rather than the activities perhaps more readily associated with reactive crime-fighting (e.g. 'blue lights'), will help to attract graduates.
- Police Now has been able to capitalise on these graduate career motivations with our advertising campaign which focuses on the social impact of policing.
- Police Now has won over 25 awards within the graduate recruitment marketplace over the last 5 years including three awards for diversity:
 - The Institute of Student Employers Recruitment Award for Diversity and Inclusion Award (2018)
 - The Employer Brand Management Award for Best Diversity Brand (2019)
 - The TARGETjobs National Graduate Recruitment Award for Best Diversity and Inclusion Strategy (2019)
- Demand and competitiveness for a place on our programmes remains high. In 2020, we received 10,053 applications for 562 places for our National Graduate Leadership Programme and 3,992 applications for 93 places on our pilot Detective Programme in 2019.

Belief in Police Now's mission and professional development opportunities are participants' primary motivators for joining

Participant motivations for joining the Police Now National Graduate Leadership Programme, rather than applying direct to force (2020 National Graduate Leadership Programme participants)



"Before I came across Police Now, joining the police was not a priority for me. The graduate scheme seemed to make joining the police more desirable given the support and opportunities and great experience. Also it seems to be much faster than joining the police via application without Police Now, this contributed to my decision."

"To be part of something really quite extraordinary and know that there is investment in you as a person to succeed. I am here out of selfless reasons. It is to serve and protect communities. The mission of Police Now resonates with me to my very core and I wanted to be part of that."

"Police Now provides a unique opportunity to experience policing while helping the community. It embodies the legacy left by Peel and fundamentally helps to promote the fact that the police are the public and the public are the police."

"Police Now's mission really resonated with me. I thought that the programme and job sounded fantastic which gave me the push to apply."

Policing has the potential to capitalise on graduates' interest in giving something back to society and tackling daily challenges

Graduate career motivations	% important
Being challenged and stretched on a day-to-day basis	93%
Having a good social life through work	92%
Having genuine responsibility from day one	89%
Having a job that allows you to 'give something back' to the community	86%
Being part of a structured graduate training and development programme	82%
Working towards a professional qualification	67%

- Previous research suggests that there is a common misperception amongst graduates that policing is "not a suitable career for graduates".
- More recent research shows policing aligns strongly with known graduate career motivations. Graduates are looking for opportunities that will challenge and stretch them, give them responsibility from the start and offer them the chance to 'give something back' to the community.
- The findings suggest that advertising the community transformation and public service aspects of police work at an early stage, rather than the activities perhaps more readily associated with reactive crime-fighting (e.g. 'blue lights'), will help to attract graduates.
- Based on application numbers and feedback from Police Now applicants and participants, the offer of a structured graduate level training and development programme with opportunities such as coaching for future promotion and fast-track opportunities, is appealing to graduates.

Recommendations for forces:

- Focus marketing material and advertising campaigns on the social value of policing and potential of police officers to contribute to community transformation to capitalise on graduates motivation. Police Now has attracted diverse leaders by positioning policing in this way.
- Also focus on the leadership development opportunities for police officers, ensuring this is effectively communicated with potential applicants at an early stage.

Using a range of channels has been key to attracting those who might not otherwise choose policing

Channels driving National Graduate Leadership Programme applications	%
Police Now marketing and media	29%
Word of mouth/referrals	19%
Partner organisations	18%
University careers services	14%
Graduate directories	11%
Other	9%

- As part of our marketing campaigns, we actively target media channels and university courses with higher BAME audiences. We use case studies to bring our campaigns to life, ensuring a good representation of diversity to provide role models for the applicants we are targeting.
- 18% of applicants stated 'word of mouth' or personal referrals. This suggests a growing awareness of Police Now in the graduate market, likely linked to the fact that in 2020 Police Now rose to 29th place in the **Times Top 100** Graduate Employers, up from 47th place and an 80 percent increase in the share of the vote since 2019.
- 44% of our 2020 National Graduate Leadership Programme cohort told us they were not planning to join the police before hearing about Police Now.
- 56% of our first National Detective Programme in 2019 were not planning to join the police before hearing about Police Now.

Recommendations for forces:

- To achieve a greater reach and attract more diversity, forces should consider advertising and campaigning in their border forces and universities. We have found that graduates are willing to move for a career that aligns with their motivations for leadership development and to make a difference to society.
- Police Now has managed to attract diverse candidates into policing through **target based social media advertising**. Consider the language of your advertising and post in specific forums and events pages with high BAME and female audiences. Use marketing material which demonstrates the **social value of policing**. Police Now has attracted a diverse pool of leaders by positioning policing in a different way and using non-uniformed advertising. This increases potential to engage individuals with potentially negative implicit assumptions of policing.
- Don't- do a lot of print advertising as you have no idea how successful its been in terms of engagement and conversion.

Changes to eligibility requirements mean the police service is now increasingly operating within the highly competitive graduate market

- Graduate recruitment at the country's leading employers is expected to rise by a further 3.3% in 2020, with employers in twelve out of fifteen key industries and business sectors planning to recruit more new graduates this year. Over the past decade, graduate vacancies at the UK's leading employers rose by 39%, with eight annual increases recorded over the decade.
- Results from a survey with university finalists conducted by a leading research organisation in the graduate recruitment sector shows that in 2020:
 - 58% of final year students were women, reflecting a long term trend that more women are entering higher education than men.
 - 25% of final year students identified as Black, Asian or Minority Ethnic (BAME) with 75% identifying as 'White' (although a proportion do not have a right to work in the UK following their studies).
 - 10% of finalists qualified for free school meals or stated that their family had income support.
 - 43% of finalists stated that they wanted to work for a 'major national or international company' upon graduation.
 - The top 5 industries that graduates want to work for (i.e. policing's main competition in the graduate market) are:
 - Media
 - Consulting
 - Engineering and industrial
 - Accounting and professional services
 - Retail
 - Public sector organisations were the largest employers of new graduates in 2019, with a 26.5 percent increase in graduate vacancies since 2018, overtaking the UK's leading accounting & professional services firms for the first time.
 - The median graduate starting salary on offer in 2020 from the UK's leading employers is again expected to be £30,000, unchanged for the sixth year running.

In this competitive market, recruitment speed, excellent candidate care and over-offering is essential to attract diverse talent



- Across sectors, the number of graduates turning down offers after accepting them has increased significantly over time.
- Police Now over-offer by around 30% to secure diverse and talented candidates - 856 conditional offers were made for 562 places on the National Graduate Leadership Programme in 2020.
- Controlling for a range of factors, regression analysis of Police Now's 2016-2019 recruitment data indicates that in the context of policing:
 - **BAME candidates are twice as likely to decline conditional offers**
 - **Candidates that attended a Russell Group University are three times more likely to decline an offer**
- This suggests that BAME and Russell Group candidates are in particularly high demand or may be facing certain crossroads which are preventing them from accepting an offer to join policing.
- Police Now's analysis suggests that applicants to policing also consider roles in other public sector agencies (e.g. NHS and fire service), as well as careers in Law, teaching, social work and the Civil Service.
- It is also noteworthy that data collected in the second week of June 2020 and provided to Police Now by one of the UK's largest careers research organisations shows there has been a **26%** decrease in the appeal of a policing career compared to the same point last year. The research team have attributed this to the COVID-19 pandemic, as well as other events in society including the death of George Floyd and the Black Lives Matter movement.

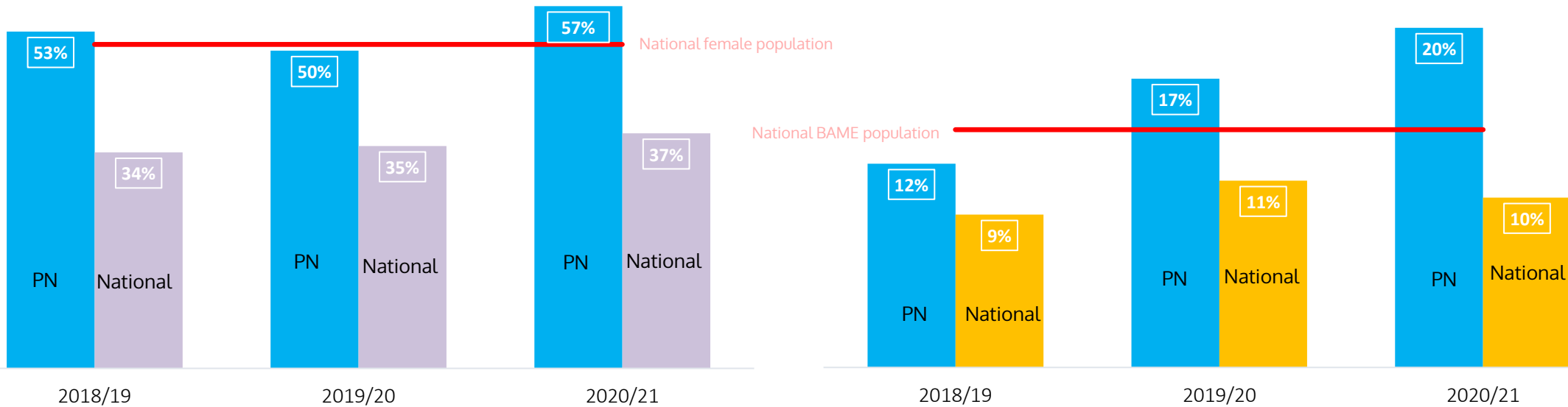
Recommendation for forces:

- Focus on recruitment process speed, high levels of candidate care, tailored communication and positive action. These are key components in ensuring that under-represented groups (and those in high-demand) choose policing, as well as reducing the likelihood of declined offers.

Focusing on speed, high candidate care and engaging with applicants wider network of influencers, has helped Police Now recruit a higher proportion of female officers and BAME officers than policing nationally

PN (National Graduate Leadership Programme) female recruits and overall police female recruits relative to national population (2018/19-2020/21)*

PN (National Graduate Leadership Programme) BAME recruits and overall police BAME recruits relative to national population (2018/19-2020/21)*



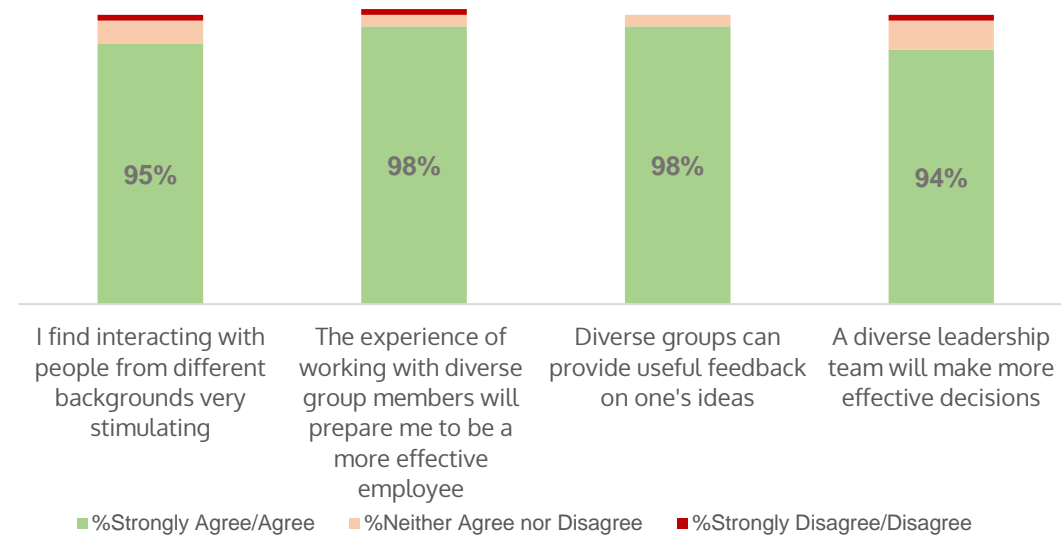
Recommendation for forces:

- Engaging with applicants' wider network of influencers (e.g. friends and family), combined with recruitment process speed, high levels of candidate care, tailored communication and positive action interventions are key in limiting declined offers and ensuring that under-represented groups choose policing. Our research suggests that BAME applicants are more likely to face significant challenges from family members and the wider community about pursuing a career in policing; 24% of BAME students would stop their application process to policing if their parents were against their career choice.

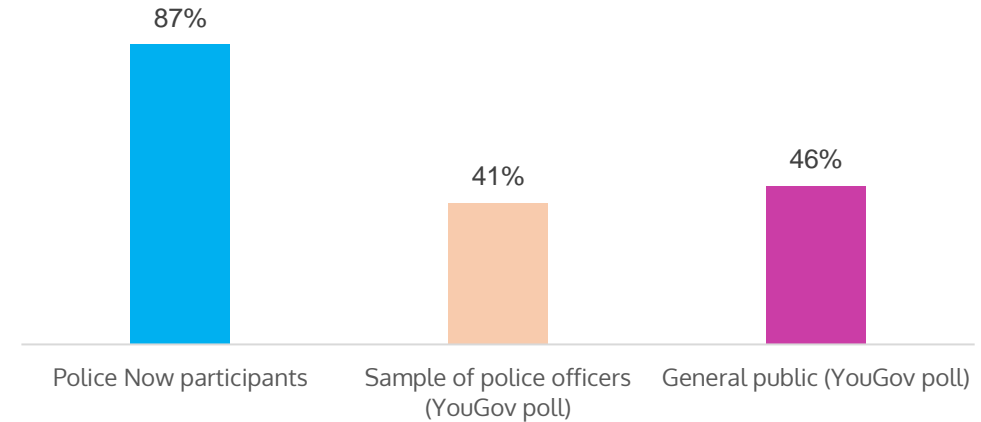
Data sources: Home Office (2019) Police Workforce Data Tables and Police Now Recruitment and Marketing data (2017-2019). Population of England and Wales ethnicity statistics available [here](https://census.gov.uk/) 2021 Census will provide a more up to date picture of the current demographic profile of the population in England and Wales: <https://census.gov.uk/>
*20/21 data includes the projected NDP officers starting in January 2021

Police Now’s marketing and brand is now strongly associated with diversity, helping us attract individuals with a strong belief in diversity

Police Now participants' belief in the value of diversity (%Agree)
(National Graduate Leadership Programme Cohort 6 surveyed at Academy start July 2020, n=335)



"Stereotypes about other groups are usually true" (% Disagree)
(National Graduate Leadership Programme Cohort 6 surveyed at Academy start July 2020, n=335 compared to results from a 2020 YouGov poll, n=300)

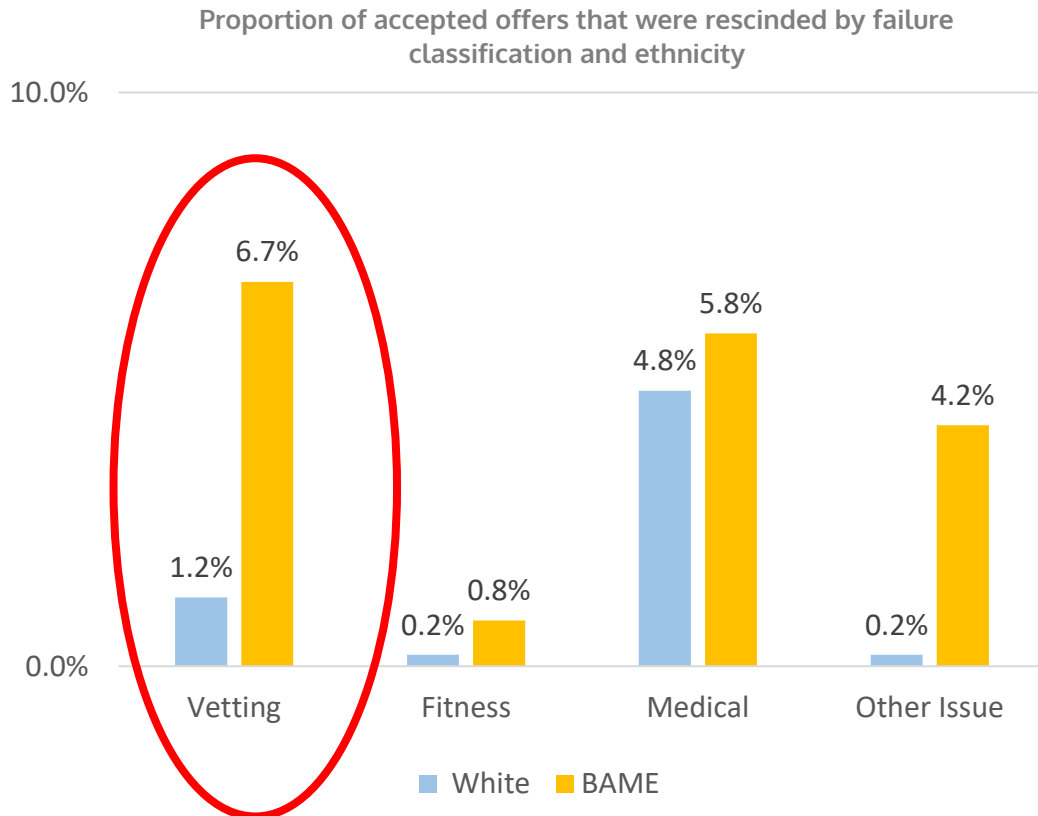


*Comparisons between Police Now and YouGov data should be made with **caution** due to differences in sampling and methodology.*

- Police Now’s marketing and brand is strongly associated with diversity and this in turn attracts officers who value diversity. As part of annual research within the graduate market, university finalists were asked ‘How diverse and inclusive does each marketing material make this employer appear?’ Police Now were voted 2nd in website and 1st in advert.
- Recruiting individuals who place a strong value on diversity and inclusion in the workplace increases potential to bring diverse perspectives, new ideas and improve the experiences of under-represented groups.
- For Cohort 7 we are introducing a new recruitment competency, “we are culturally aware” which will assess for this cultural awareness and celebration of diversity.

Data source: Police Now Participant Experience Survey Cohort 6, Academy start (n=335). For further discussion on the concept of tolerance for diversity in the context of policing also see Platz et al. (2017) – The Effects of Recruit Training on Police Attitudes Towards Diversity: A Randomised Controlled Trial of a Values Education Programme. YouGov Poll – more details here: <https://yougov.co.uk/topics/politics/articles-reports/2020/06/22/british-police-oppose-positive-discrimination-ethn>

Consistency in force vetting and appeals is needed to ensure that the current trends are reversed: BAME candidates are twice as likely to have an offer rescinded by a force; and six times more likely to fail vetting



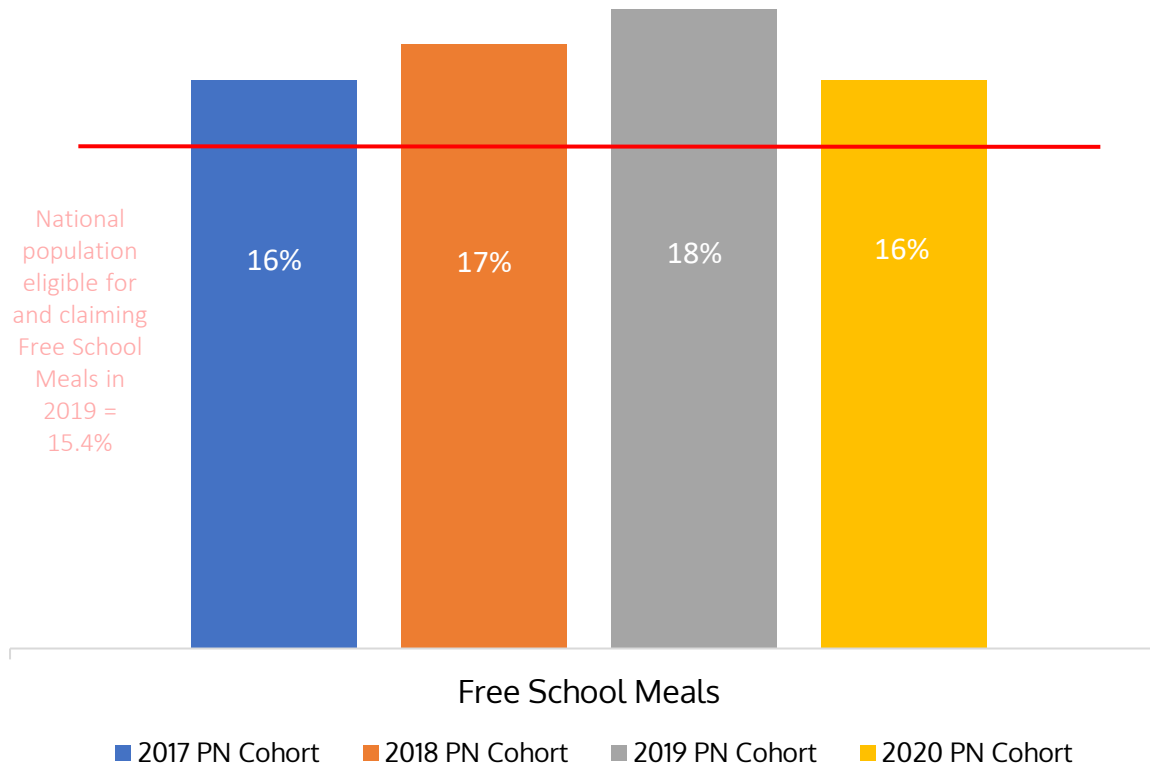
- Police Now’s data and learning suggests that candidates are likely to have a different experience and likelihood of success in their application depending on the force they apply to.
- All recruits joining the police service as police officers undertake a series of suitability checks once they have passed the Police Now Assessment Centre, but before they start employment.
- These checks are undertaken by the force that they are joining.
- 19.2% of BAME candidates have their conditional offer rescinded as a result of a failed pre-employment check compared to 10.2% of white candidates. BAME candidates are 6 times more likely than a white candidate to fail vetting, 4 times more likely to fail a fitness test and slightly more likely to fail a medical assessment.

Recommendations for forces:

- All forces operate differently and have varying levels of success in attracting BAME candidates. Consistency in mental health vetting, the appeals process and speed of process would help to alleviate this issue.
- All forces should have an appeals process. This could help to improve representation- within the MET **70 percent** of appeals are successful.

Recruiting a graduate population need not negatively impact on social mobility, something policing has always promoted

Percentage of Police Now officers (2017-2019) who qualified for free school meals compared to the national population



- **Why is this important?** Attracting officers from a diverse range of socio-economic backgrounds is crucial to ensure that the workforce is representative of the communities it serves. Our data suggests that a highly-able applicant pool can be attracted to policing without compromising on social mobility, something that policing has always promoted.
- Social mobility within the graduate market is commonly measured and referred to as the level of income support graduates' families received, their eligibility for free school meals and whether or not they are the first in their family to go to university. Of those who started Police Now's programmes in 2020, 55% stated that they were the first in their family to go to university, 19% stated that their families had received income support and 16% had qualified for free school meals.
- By way of comparison, research by a market leading graduate careers research organisation with 20,000 final year students in 2019 shows that 28% of finalists were from the first generation in their family to attend university and 10% of finalists qualified for free school meals or stated that their family received income support.

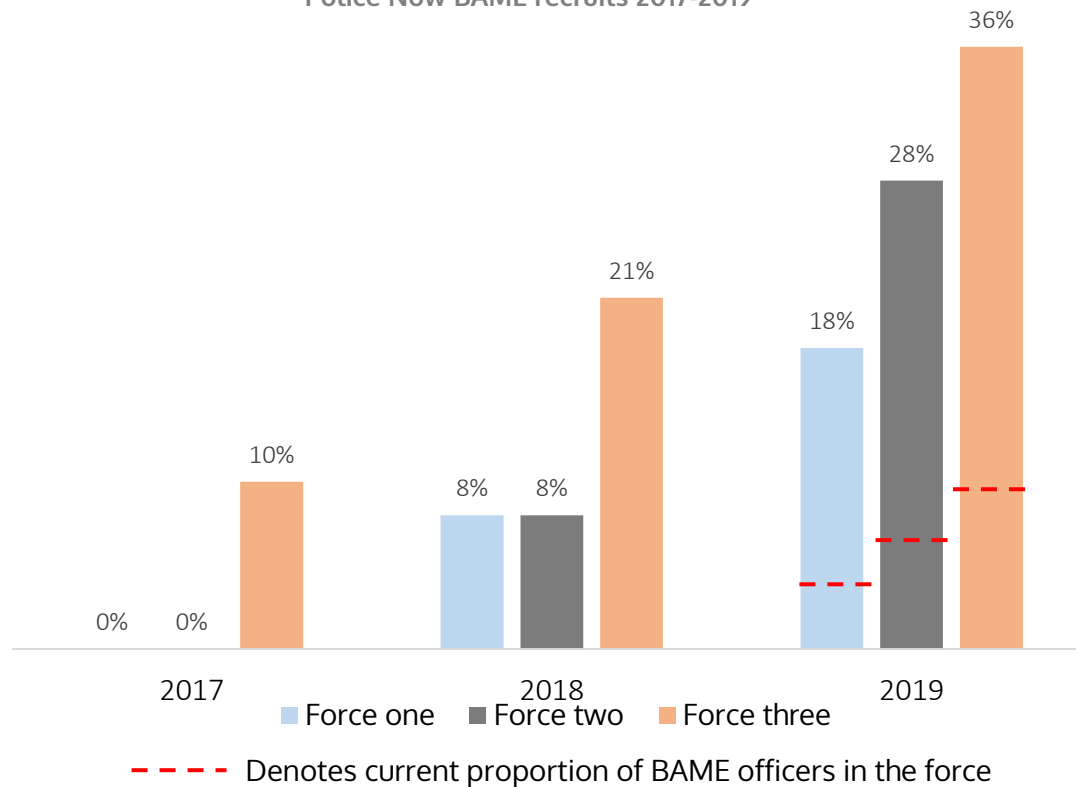
Data source: Police Now Recruitment and Marketing Data 2017-2019

In January 2019, for all school types, 15.4% of pupils were eligible for and claiming free school meals. See:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812539/Schools_Pupils_and_their_Characteristics_2019_Main_Text.pdf

Evidence suggests that attracting an ethnically diverse candidate pool requires year-on-year sustained recruitment

Comparison of three partner forces –
Police Now BAME recruits 2017-2019



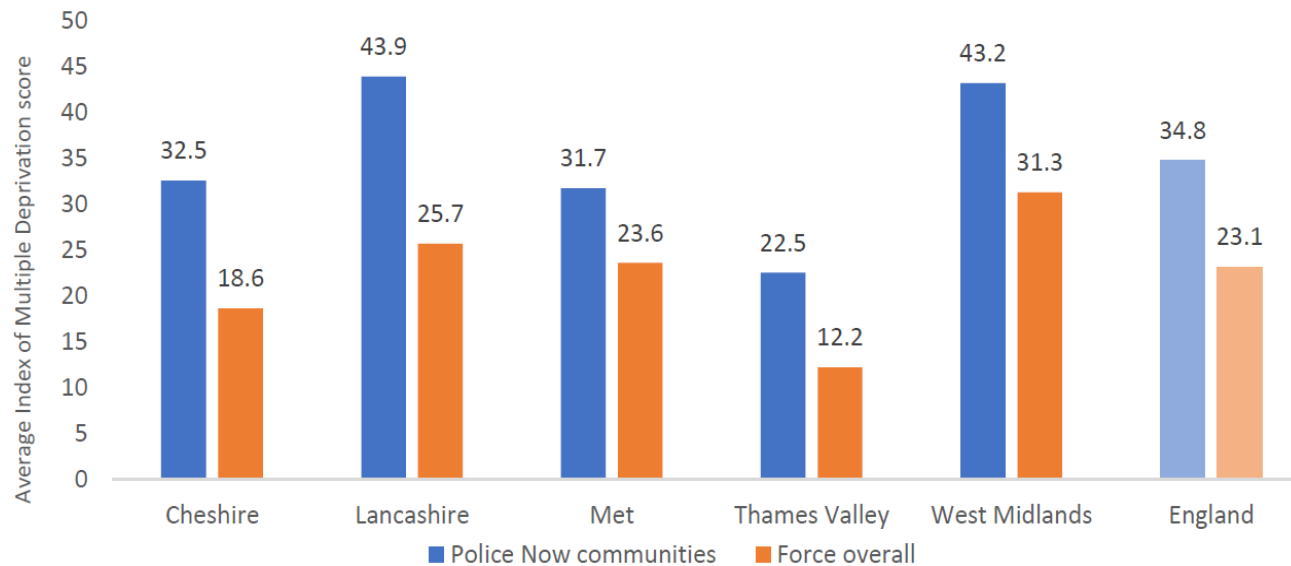
- There is some evidence to suggest that a sustained year-on-year recruitment campaign (in this case through a Police Now partnership) can result in an increase in the number of BAME participants on the programme for those forces.
- This appears to be due to the existence of a consistent and targeted attraction strategy both nationally and in a local area which targets BAME individuals for a number of years before they consider or are eligible to apply.
- Year-on-year sustained marketing helps to develop a stronger brand presence in that area as well as recognition with local universities.
- The three forces here show significant year-on-year increases in the proportion of BAME officers recruited onto the programme, with numbers significantly exceeding the proportion of existing officers who identify as BAME in these forces.
- Where forces recruit on a year-on, year-off basis there is evidence to suggest that ethnic diversity remains stable and at a relatively low level.

Recommendations for forces:

- Discuss year-on-year partnership options with Police Now to maximise potential for attracting diverse candidates to your force.

Data shows Police Now participants typically work in more deprived communities characterised by higher crime and ASB

Average IMD score in LSOAs with a Police Now officer and the overall average IMD score for LSOAs in the force



Note: The IMD is the official measure of relative deprivation for small areas (neighbourhoods) in England (higher score = higher deprivation). Seven main types of deprivation are considered in the Index of Multiple Deprivation 2015-income, employment, education, health, crime, access to housing and services, and living environment. These are combined to form the overall measure of multiple deprivation.

- **Why is this important?** The most deprived communities are typically characterised by a higher crime and ASB rate and lower public confidence in the police. It is in these communities that participants can have the biggest impact on the lives of the most vulnerable in society.
- Using data from the Indices of Multiple Deprivation 2015 (IMD) we compared the average IMD score in small geographic areas (LSOAs) where Cohort 2 Police Now officers work and the overall average IMD score for LSOAs in the partner force. Areas where Police Now officers work were, on average, considerably more deprived than the force average.

Recommendations for forces:

- Work with your Force Partnerships Manager to ensure that (where workforce requirements allow), participants are posted to the most deprived communities in your force area. This will help ensure that expectations communicated during the recruitment process align with the reality of the programme, boosting participant satisfaction, motivation and impact potential.

Based on our learning we are able to offer the following recommendations to help attract and recruit diverse leaders

Adapt marketing material and campaigns to recruit diverse officers into policing

- ❑ Focus marketing material and advertising campaigns on the social value of policing and potential for police officers to contribute to community transformation. This will capitalise on graduates' career motivations.
- ❑ Also focus on the transferable skills and development opportunities for police officers, ensuring this is effectively communicated with potential applicants at an early stage.
- ❑ To achieve a greater reach and attract more diversity, forces should consider advertising and campaigning in their border forces and universities. We have found that graduates are willing to move for a career that aligns with their motivations for leadership development and to make a difference to society.
- ❑ Use target based social media advertising and post in specific forums and event pages with high BAME and female audiences. Consider the language and potential adverse impact of your marketing materials.
- ❑ Commit to year-on-year investment in your different recruitment pipelines.

Streamline the efficiency of your onboarding process whilst eliminating adverse impact for diverse offer-holders

- ❑ Engage with your applicants' wider network of influencers (e.g. friends and family), combined with recruitment process speed, high levels of candidate care, tailored communication and positive action interventions. These factors are key in limiting declined offers and ensuring that under-represented groups choose a career in policing.
- ❑ Consistency in mental health vetting, the appeals process and speed of recruitment process. Work with other forces to ensure a consistent approach.
- ❑ Ensure your force creates an appeals process for candidates. This could help to improve representation- within the MET **70 percent** of appeals are successful.

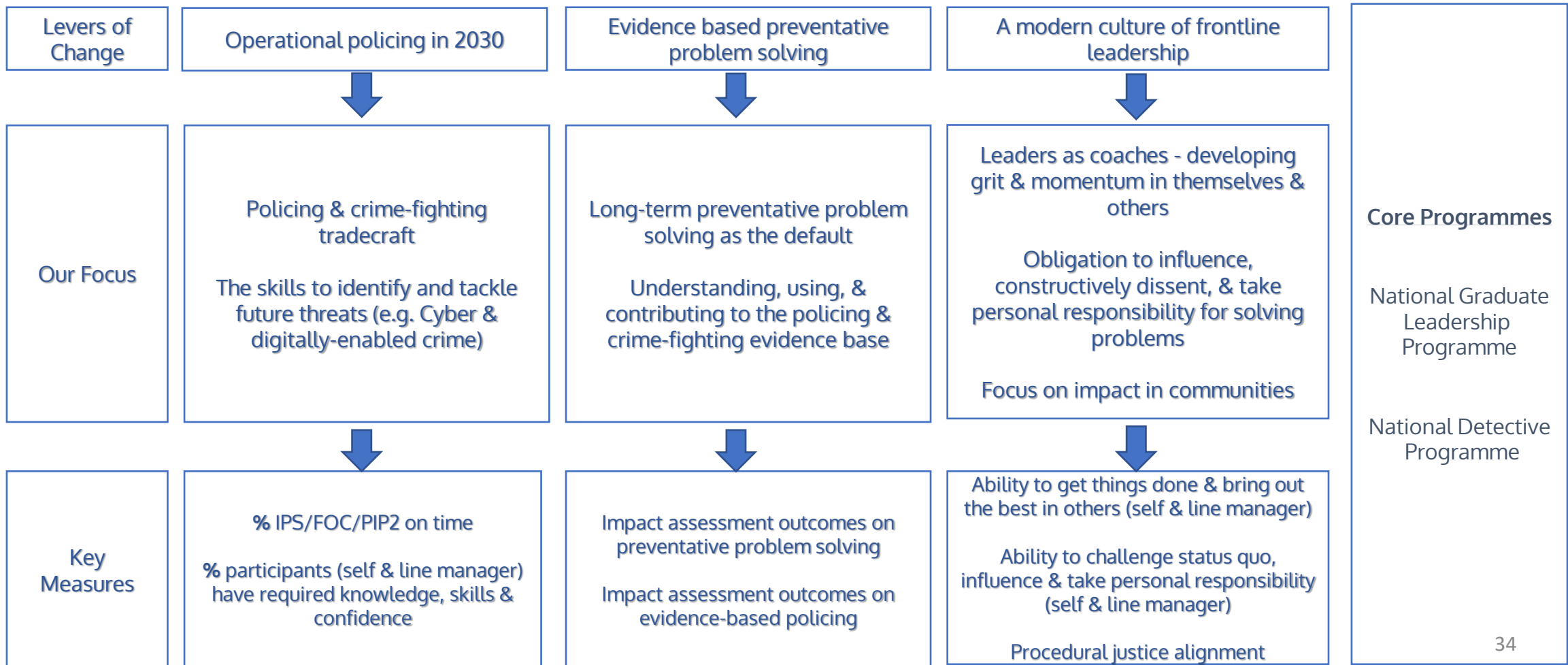
Ensure Police Now officers are achieving maximum impact by posting them to your most deprived communities.

- ❑ Work collaboratively with your Force Partnerships Manager to ensure that (where workforce requirements allow), participants are posted to the most deprived communities in your force area.

Develop

Linking our programmes to PN's Mission and Theory of Change - Develop

Police Now's mission is to transform communities by recruiting, developing, and inspiring leaders in policing

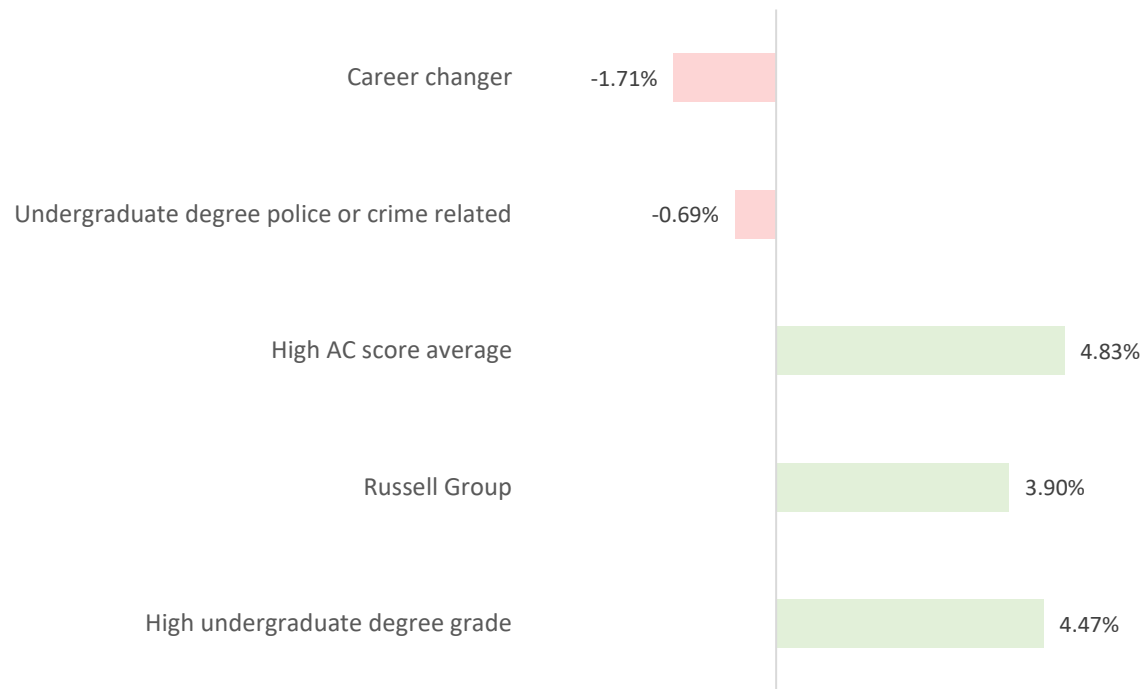


Develop: key summary

- 1. Graduates bring high levels of emotional intelligence and alignment to procedural justice:** Research suggests that officers' joining policing through Police Now's programmes have high levels of emotional intelligence and a strong alignment to procedural justice policing. These are essential skills for modern policing, both from a leadership development perspective (e.g. effective communication, empathy and stress tolerance) as well as developing relationships with the public.
- 2. NIE success at the Pilot Detective Academy:** 85% of Police Now's detective participants passed the National Investigators' Exam first time, 23% higher than the national average (November 2019). This result was achieved firstly through a rigorous recruitment process which selected top-calibre participants and then at the academy through intensive support and resources. We offered all participants access to online learning materials, two bespoke Mock Examinations, a two-day Police Pass Crammer Course focusing on the NIE within the Academy, the expertise and support of a seconded detective officer and forty hours of protected learning scheduled within the academy.
- 3. BAME officers feel less welcomed in force during early stage of their career:** Survey data suggests that officers who identify as BAME are likely to feel less welcomed and supported in force than their White colleagues during the first few months of their career. Overall, 74% of BAME participants reported that they felt welcomed into force, compared with 86% of White participants when surveyed after six months. Whilst this data should be interpreted with some caution due to the small sample sizes, we anticipate this finding will be of concern to the service.

Strong academic performance and higher assessment centre scores are associated with higher initial training assessment scores

Score (%) on Police Now’s Summer Academy Knowledge Check exams relative to average score



- Regression modelling of participants’ indicates that those with stronger academic performance and higher scores at the Police Now Assessment Centres (AC) achieve better results (on average) in initial Knowledge Check examinations.
- This data reveals that there is strong alignment between performance at the recruitment stage and training assessment that follows.
- The lower scores of career changers may be attributable to the time passed since these candidates were last required to undertake academic revision.
- Another hypothesis is that those with police or crime-related undergraduate degrees (e.g. Criminology) may presume they need to do less revision to achieve high results.
- Within the context of the PEQF and the academic requirements on probationary police officers, this emerging data provides some evidence to suggest recruiting candidates with stronger academic backgrounds is likely to result in higher levels of success, lower failure rates in training, and lower absences for resits.

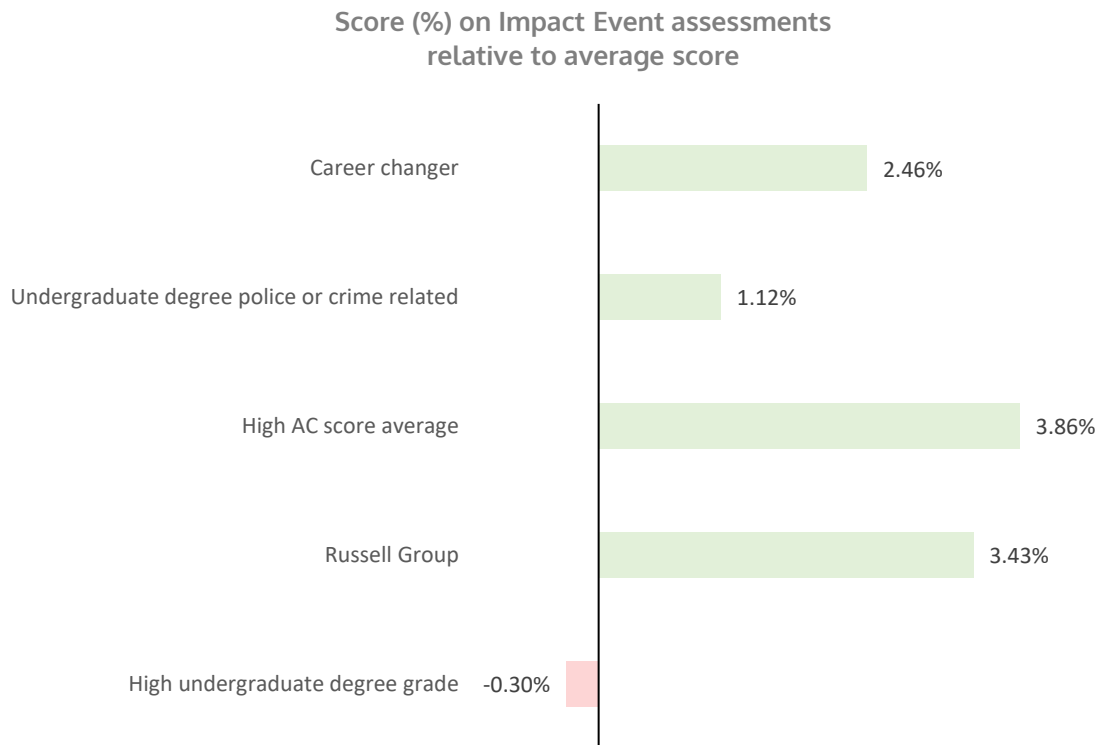
Recommendations for forces:

- Linking performance data from initial recruitment assessment through to training can help identify high performance and those individuals/groups requiring the most support during the early part of their career in policing.

Data source: Police Now Programme data (2016-2018), n= 457

Notes: whilst the model is statistically significant at the 99.9% level, it only explains 7 percent of the variance in measuring average performance

Strong assessment centre performance is also associated with good performance during the first two years of service, with career changers also performing well



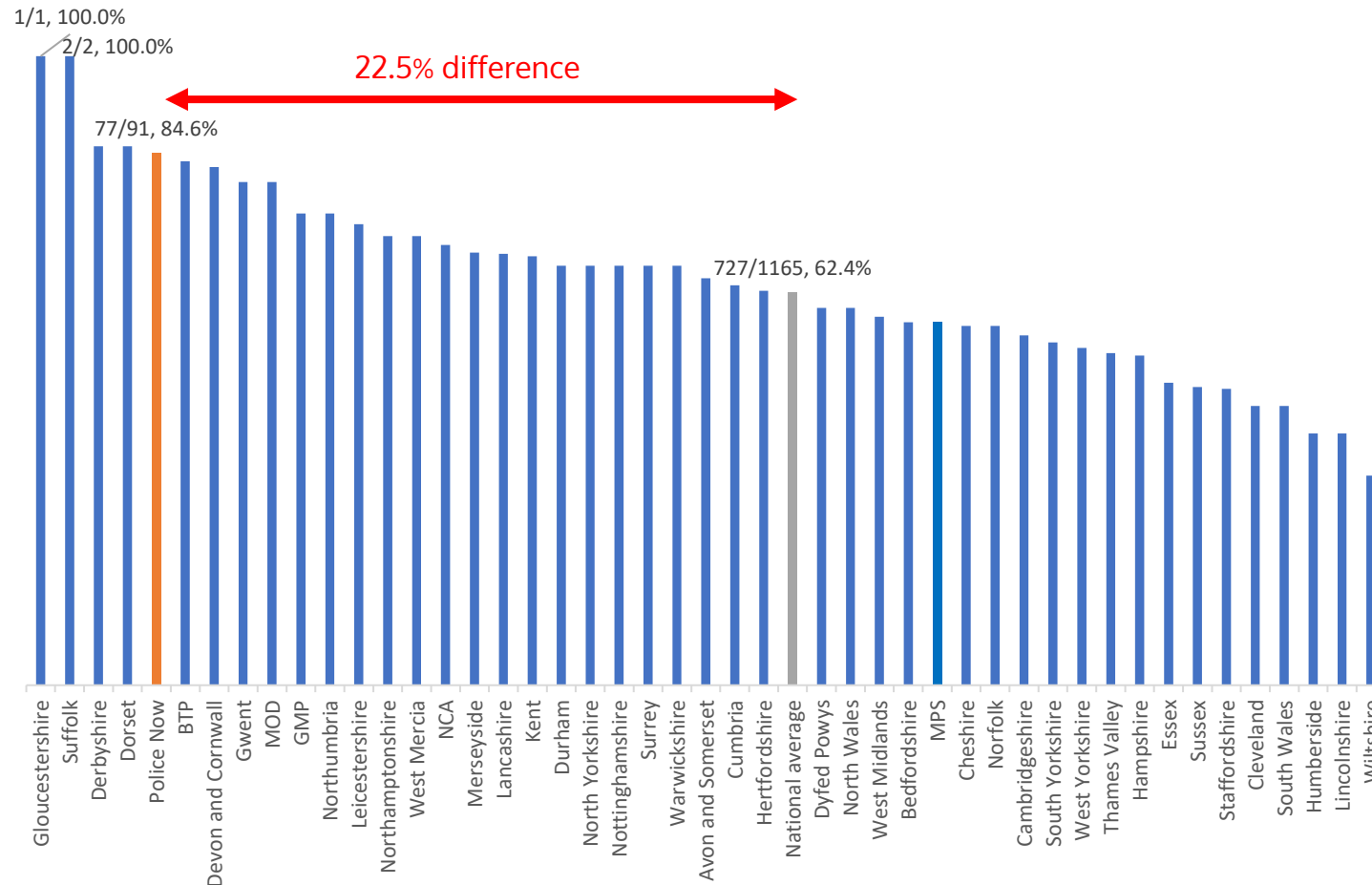
- Participants are held to account on the impact they are making in their communities at regular intervals across our Programmes.
- Participants are formally assessed by Police Now at Impact Day events (transitioning to a Higher Education Institution under the PEQF), covering elements of analysis, application of the evidence base and communication. We have used these assessments as a proxy for 'in-role performance'.
- Regression analysis, using average scores from the Impact Day assessment process, suggests that a high average Assessment Centre (AC) score is the strongest predictor for in-role performance - this holds positive implications for the recruitment process. This again highlights the strong alignment between our recruitment assessment and training assessment.
- Our analysis suggests that career-changers do noticeably better during the impact assessment process than they do (on average) in the Knowledge Check exams. This suggests that career changers have either adjusted to the rigour of the assessment standards or that the assessment types for the impact assessment (oral presentations, short videos, blog posts, and academic style posters) suit them more than the examination-style Knowledge Checks during the Summer Academy.

Recommendations for forces:

- Linking data from initial recruitment assessment through to in-role performance can help you measure the success of assessment processes, identify high performance and those individuals/groups requiring the most support with their leadership development in force.

Police Now’s National Detective Programme officers are far more likely to pass the National Investigator’s Exam than other officers

National Investigators Exam pass rate



Participants sat the National Investigators Exam (NIE) in week nine of the 2020 Academy.

These results were achieved through the highly motivated nature of our detective officers. The calibre of the students was high as we had 3,992 applications for 93 places.

Participants are expected to begin their learning of the law straight after they attend the Police Now induction and continue throughout the Academy. Police Now provides an exceptional level of support to participants, this included:

- Access to Blackstone’s textbooks
- Access to online learning materials
- Two bespoke Mock Examinations
- Two-day Police Pass Crammer Course focusing on the NIE within the Academy
- Expertise and support of a seconded detective officer
- Forty hours of protected learning scheduled within the academy

Evaluation of our 2020 Academies suggests a blend of digital and face-to-face training, utilising innovative learning theories can result in high officer confidence and wellbeing

- At the end of the Academy, delivered against the challenging backdrop of COVID-19, our 2020 NGLP cohort reported the highest levels of confidence and knowledge to date:

Measure	C5 SA end	C6 SA end	C5 vs C6
Overall, I have the confidence I need to perform my job effectively	78%	82%	+4%
Overall, I have the knowledge, skills and abilities I need to perform my job effectively	79%	84%	+5%
Well-being	70%	83%	+13%

- Evaluation suggests the following factors contributed to these results:

- The use of Deliberate Practice to teach Gateway Skills - for example, making an arrest, stop and search, and interviewing suspects.
- Using cognitive load theory to help ensure learning builds appropriately from Weeks 1 to 6 of the Academy.
- Academy delivery expertise in both curricula and operations
- Comprehensive training programme to our seconded Stream Managers and Syndicate Leads, and subsequent high performance from these individuals during the Academy.
- Improved sequencing of learning, with participants arriving at the face-to-face Academy with practical knowledge gained during digital delivery, allowing them to put their initial learning into practice
- Increased LDO contact and presence at Academy venues.

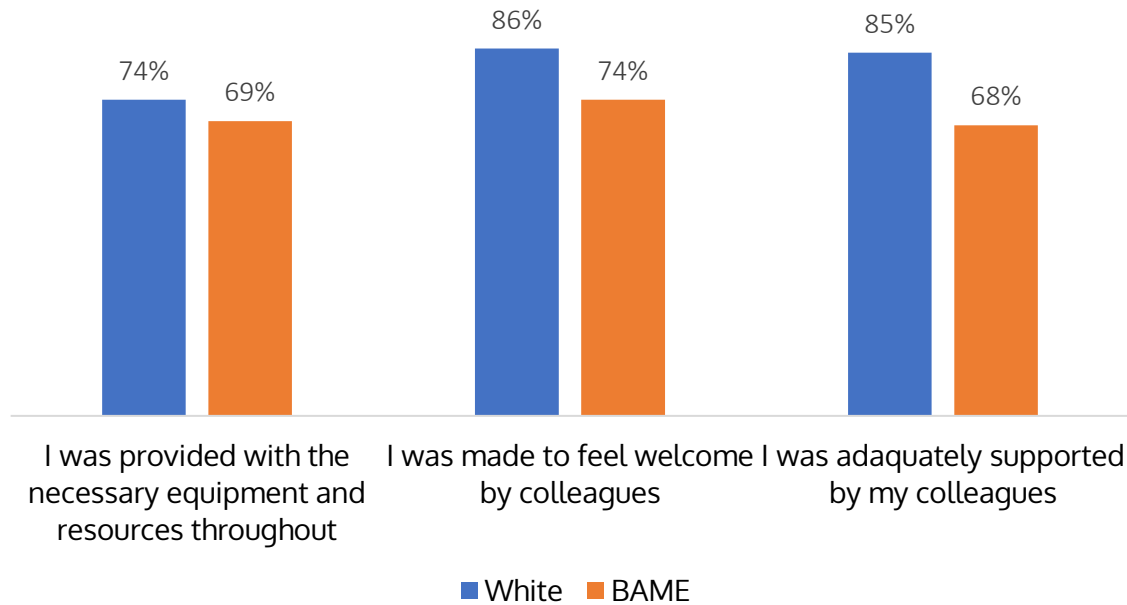
- Online Academy delivery in the first two weeks also appears to have resulted in higher levels of wellbeing, linked to potential 'home comforts' (e.g. officers able to take breaks in comfort of own home). [Oscar Kilo](#) also visited all Academy sites and provided resources for participant wellbeing.

Recommendations for forces:

- Consider embedding learning theories such as *deliberate practice* and *cognitive load* to build officer confidence during initial training.
- To enhance officer wellbeing during initial training, share the resources and expertise offered by Oscar Kilo.

Our research suggests that BAME officers feel less welcomed and supported by their colleagues during the initial immersion period

Officers' feelings towards their force after six months in service, split by ethnicity (% Agree)

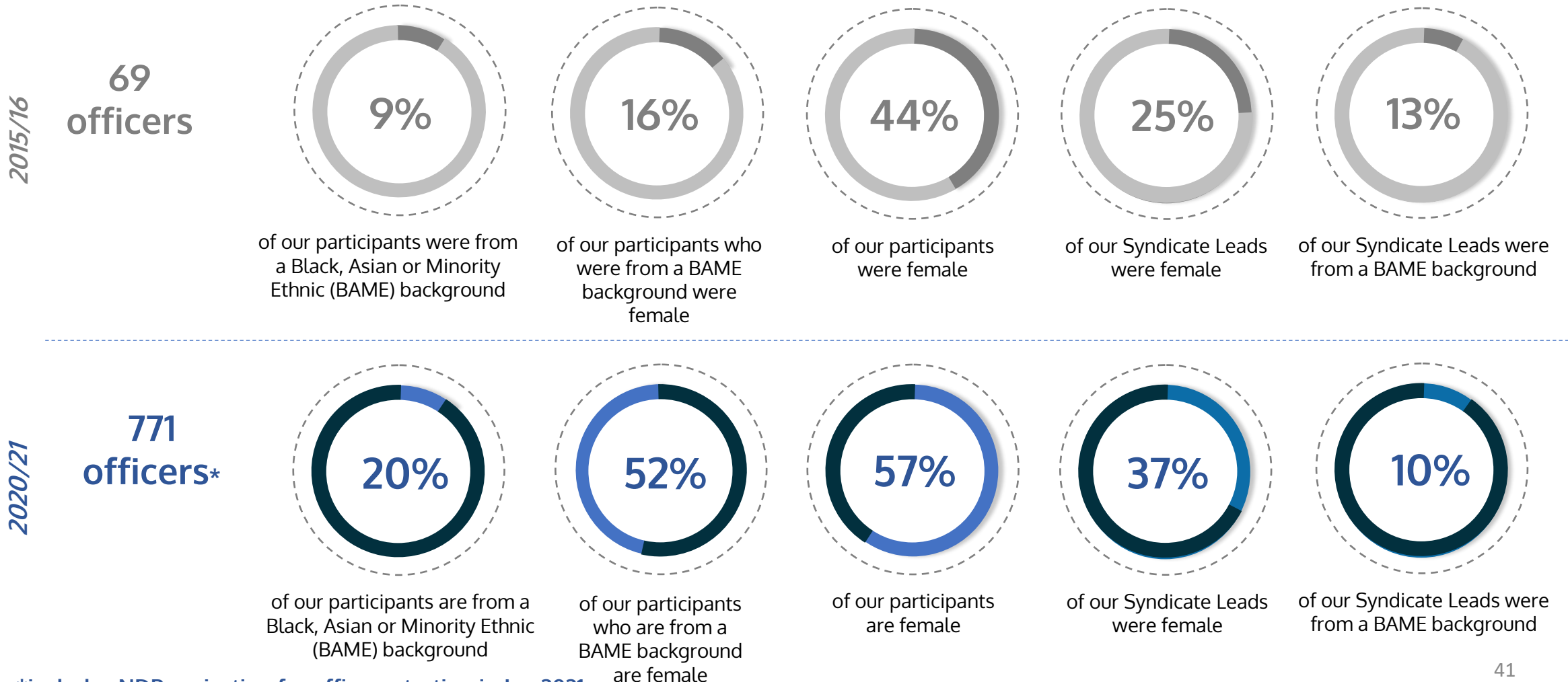


- Emerging results suggest that BAME officers were less likely to agree that they were provided with the necessary equipment and resources, that they were made to feel welcome by colleagues and were adequately supported by colleagues when compared to participants who identify as White.
- Whilst the results should be interpreted with some caution due to the relatively small sample size, the survey data provides evidence to suggest that more action is required to ensure that officers from under-represented backgrounds feel welcomed and supported during the early stages of their policing careers.
- **What is Police Now doing about this?** Police Now has invested in Diversity and Inclusion coaching for all of our LDOs. We have also created affinity networks for participants from under-represented groups.

Recommendations for forces:

- Ensure that all officers joining policing are supported and welcomed, and have access to Police Now affinity and support networks.
- Consider unconscious bias training to reduce potential for any discriminatory attitudes or behaviours at all levels.

With some progress, we have increased visible representation at every level of our programme, although there is more still to do



*includes NDP projection for officers starting in Jan 2021

We significantly developed our D&I strategy in 2019/20 to ensure better support for BAME officers and colleagues

Diversity and Inclusion is at the heart of our mission. However we must acknowledge that we are a significant distance from where we, policing, or society needs to be. Police Now must ensure in every element of our programmes, our work with forces, and our HQ activities that **demography does not equal destiny**.

In the past year we have developed a D&I committee with stakeholders from within the organisation, policing and other sectors to ensure that we are held to account for our D&I in every aspect of our workstreams.

Police Now can influence D&I in policing by inspiring, recruiting and developing leaders in policing who are able to drive inclusivity through their work in forces and with the public. We are responsible for a **significant number of new entrants who will experience challenges regarding inclusion; we must enable them to prosper and to pave the way for others**.

We have also made some changes to the Academy which we hope will positively influence the experience of all participants, including those from BAME backgrounds:

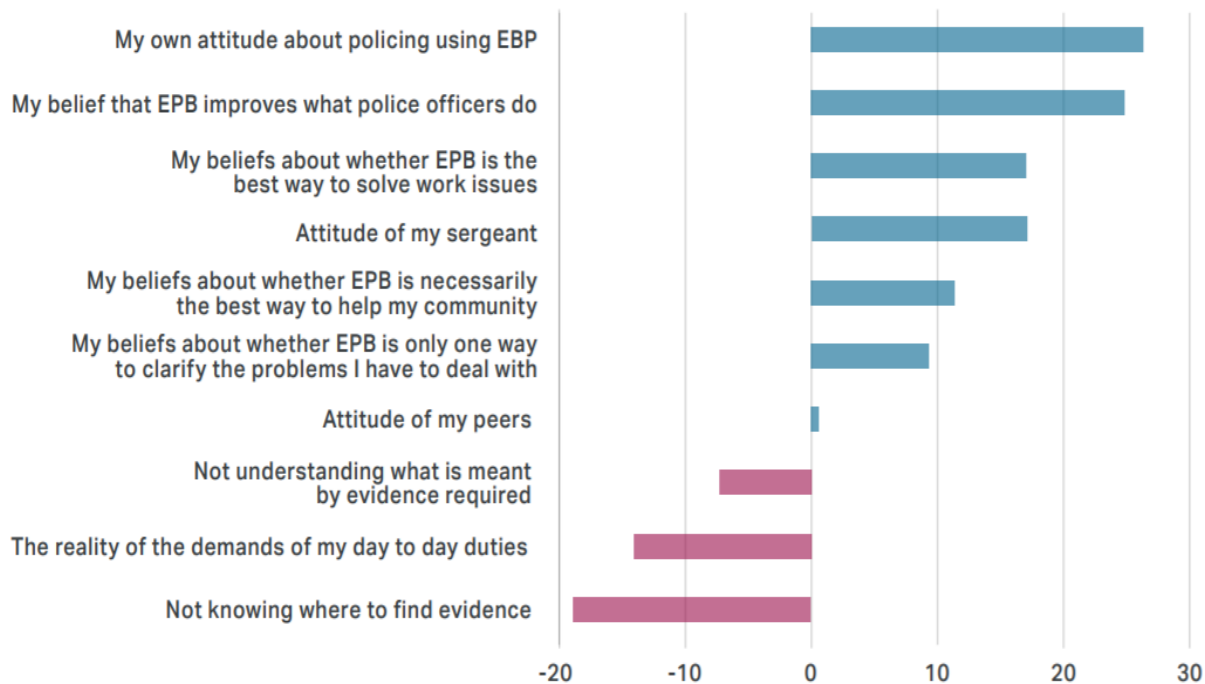
- Prayer rooms and safe spaces at academies
- We set up affinity networks (female, BAME, LGBTQ+, neurodiversity and parents and carers)
- We strengthened our communications with participants on special requests and additional support that may be required
- AI report is being written and any learning from this will be built in to future Academies
- The Syndicate Lead lesson was essentially a version of the same lesson done for Academy staff, providing visible information on participants, exploration of terms such as unconscious bias and confirmation bias, strategies for interacting with a diverse cohort (how to talk about race, how to be trans inclusive) and then a session on the current issue of race and racism in policing.
- Developed our policing Diverse Communities lessons: Added case study on the Bijan Ebrahimi case and updated evidence about confidence in policing.
- Added principles to consider and strategies to use when confronting and challenging unprofessional conduct.
- Ensured that Knowledge Check questions used a variety of names representative of the whole of society and that the police officers in the scenarios in particular were proportionally represented, alongside ensuring that no questions reinforced racial or gender bias (e.g. women only want to steal handbags and lipsticks etc.)

Covid-19 has had a considerable effect on officer training. Police Now ran digital training for two weeks of the academy. We have collated our lessons learnt so that forces may benefit from our learnings.

Key successes	Lessons learnt
<p>Progress and confidence: by final day of the digital phase, 97% of participants rated themselves as confident or very confident that they were “developing the skills, knowledge and abilities required”</p>	<p>Statement taking: lessons and practice related to this were introduced in digital before being developed later in Academy. This meant some participants were not getting instant feedback at early stage of learning so this would all be moved in-person in the future.</p>
<p>Guest speakers went down well and were offering positive solutions to the types of issues our NGLP participants might encounter in their communities.</p>	<p>Staff support and development: IT proficiency and confidence was low in a number of our Syndicate Leads which led to anxiety or confusion. Need to build in more training and development on IT.</p>
<p>Only 2% of participants reporting IT issues by end of the digital phase, with consistently good feedback throughout for the support and efficacy of the IT support team.</p>	<p>Participant support around assessment points: noticeable spikes in worry and decrease in happiness around Knowledge Checks. Need to think about support offering for this.</p>
<p>Very positive feedback on the use of small-group seminars, which allowed for good relationship building and discussion.</p>	<p>Increasing seminars in length to allow more time for meaningful discussion.</p>
<p>Wellbeing and flexibility: by final day of Academy, 92 percent rated wellbeing as “good” or “very good”. Participants reported finding being able to schedule their own short breaks during the day, shorter day length and ability to re-watch lessons according to their learning needs etc a benefit.</p>	<p>Making better use of platform functionality on 360: participants reported liking social functions such as forums and Facebook-style comment threads to further connect. Would encourage more use of this.</p>
<p>Connection: 94% of participants reported feeling connected or very connected to their colleagues by the final day of digital delivery, with even more (97%) feeling connected to Police Now mission.</p>	

Research suggests that Police Now recruits are receptive to using the evidence base to solve problems, a core focus of our programmes

Net scores for what enables and prevents officers to applying Evidence Based Policing in the workplace



- Independent research suggests that Police Now graduates are highly-receptive to the principles of Evidence Based Policing (EBP) and advocates of SARA problem solving techniques.
- An independent evaluation of Police Now's first cohort of participants' understanding of EBP was found to be comparable with those at the rank of Superintendent and above (MOPAC, 2017).
- This trend is likely due to the fact that Police Now strongly encourages EBP in the neighbourhood role. We test for critical thinking in our assessment centres. The SARA model and evidence-based policing are then embedded in the Police Now curriculum. Police Now encourages the use of EBP through Personal Development Plans (PDPs) and Impact Events are measured, in part, by an officer's perceived ability to use the evidence base.
- Feedback from Police Now's 2017 cohort (see Hough and Stanko, 2018 and graph), suggests that line manager (sergeant) support of EBP is crucial.
- Key inhibitors for the application of EBP are: not knowing where to find evidence, not understanding what is meant by evidence and the demands of the job.

Recommendation for forces:

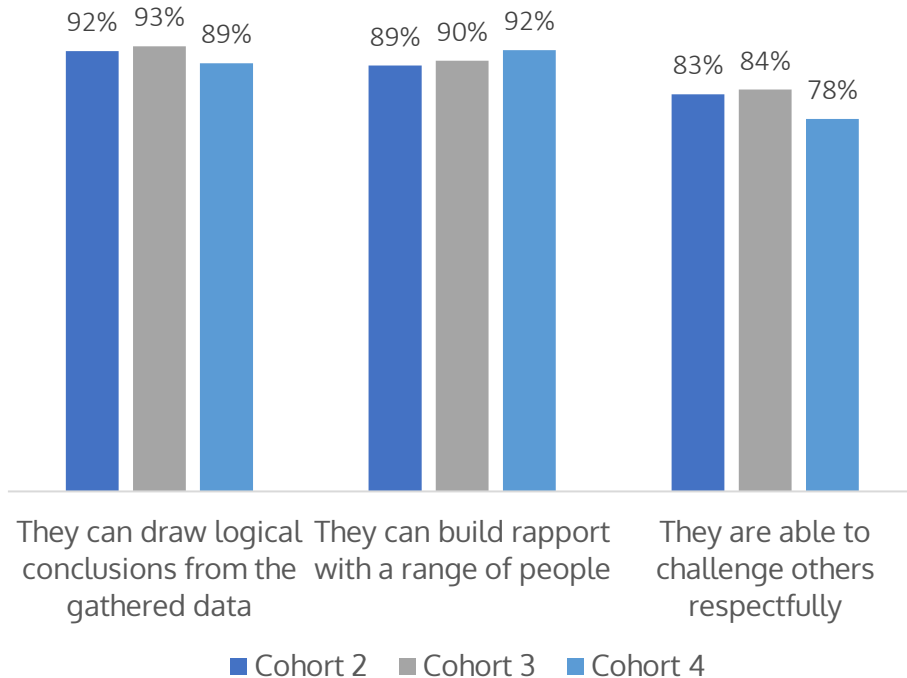
- If forces do not already, we would recommend training sergeants and inspectors on the principles and application of EBP.
- All officers should have access to, and be encouraged to use, the [What Works Crime Reduction Toolkit](#), noting the benefits for public outcomes and overall efficiency.

Data Source: Hough, M. and Stanko, B. (2018). Developing an evidence-based police degree holder entry programme. MOPAC (2017). Police Now Cohort 1, Final Evaluation Report.

Note: Calculating Net Helper Scores: for each of the ten factors, a Net Helper Score was calculated by subtracting the number of trainees (total n = 45) who felt that the factor was a hindrance from the number of trainees who felt that the factor was a help. Therefore, positive scores indicate that the factor helps application of EBP, whilst a negative score indicates that the factor hinders application.

We assess for and focus on communication skills for leaders, using scenario-based learning techniques to simulate policing challenges

Aggregated 360-feedback on recruits' problem solving and communication skills (% agree)



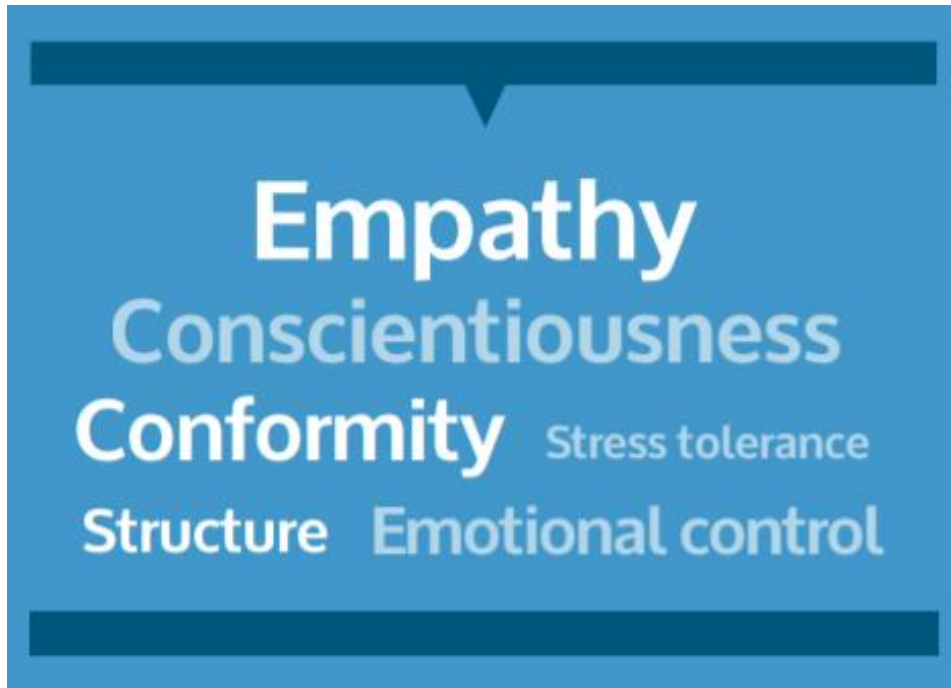
- Communication and problem-solving are essential leadership skills for effective policing.
- Police Now requests **360 feedback** from participants' line managers and colleagues who work around them. The results from this process are presented in the chart.
- Across the online assessment and assessment centre stage of our application process we assess for the key skills as required by the College of Policing competency and values framework. Our assessments are bespoke for the Police Now programme and roles we recruit for and in addition to the CoP competencies and values we assess candidates for their motivational alignment and leadership qualities.
- At the Academy we teach communication through various lessons and deliberate practice. We teach the five-stage appeal model for gradually stepping up levels of assertion when dealing with individuals who are not complying.
- As part of the timetabled Academy, all participants complete at least nine situation carousels. These carousels simulate challenging circumstances which participants might face and each time they are given a short brief and then expected to go into a room without knowing much about what would be on the other side. Carousels include having to respectfully challenge senior colleagues, supporting colleagues emotionally after dealing with a difficult job, speaking to suspects and various other circumstances.
- Police Now also strongly encourages long-term problem solving by teaching the SARA model and problem-analysis triangle at the Academy and throughout the two-year programmes.

Recommendation for forces:

➤ Consider using scenario-based learning techniques (e.g. situation carousels) and deliberate practice theory during initial training to develop communication skills and allow recruits to apply these skills to 'real life' policing scenarios.

Data source: Police Now 360 degree aggregated feedback data Cohort 2 (n=123 of which 46 were line managers and 77 colleagues) Cohort 3 (n=260 respondents of which 88 were line managers and 172 colleagues), Cohort 4 (n=307 respondents of which 153 were line managers and 154 were other colleagues). Please note that the Cohort 4 360 survey questions were adjusted, making 'They are able to build rapport with a range of people' an aggregated measure of treatment of colleagues and the general public.

Independent research suggests Police Now recruits officers with high-levels of emotional intelligence, essential skills for procedural justice

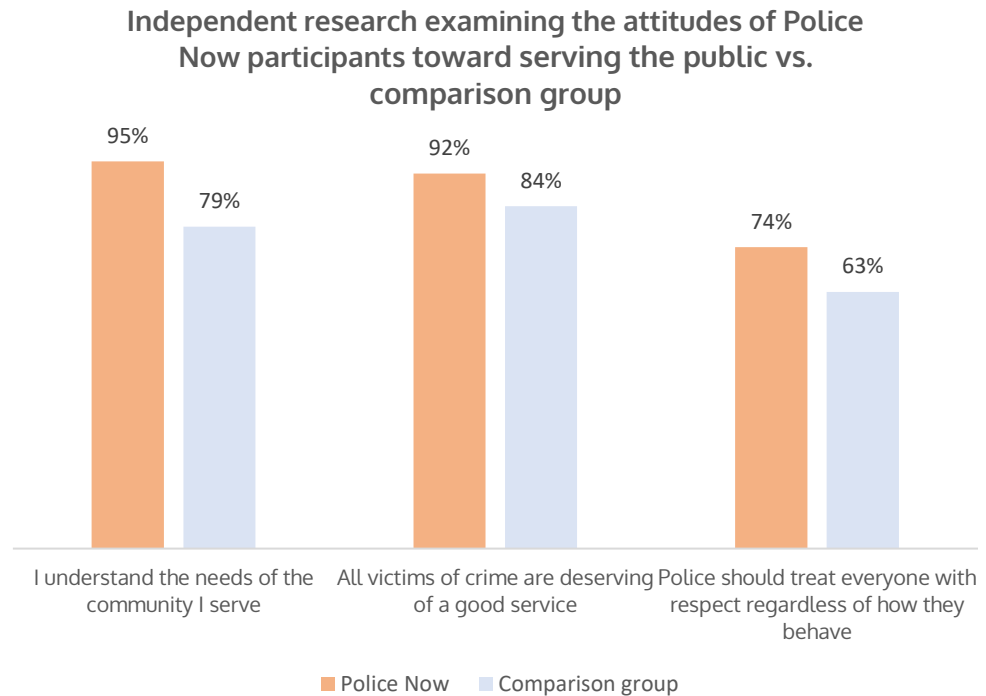
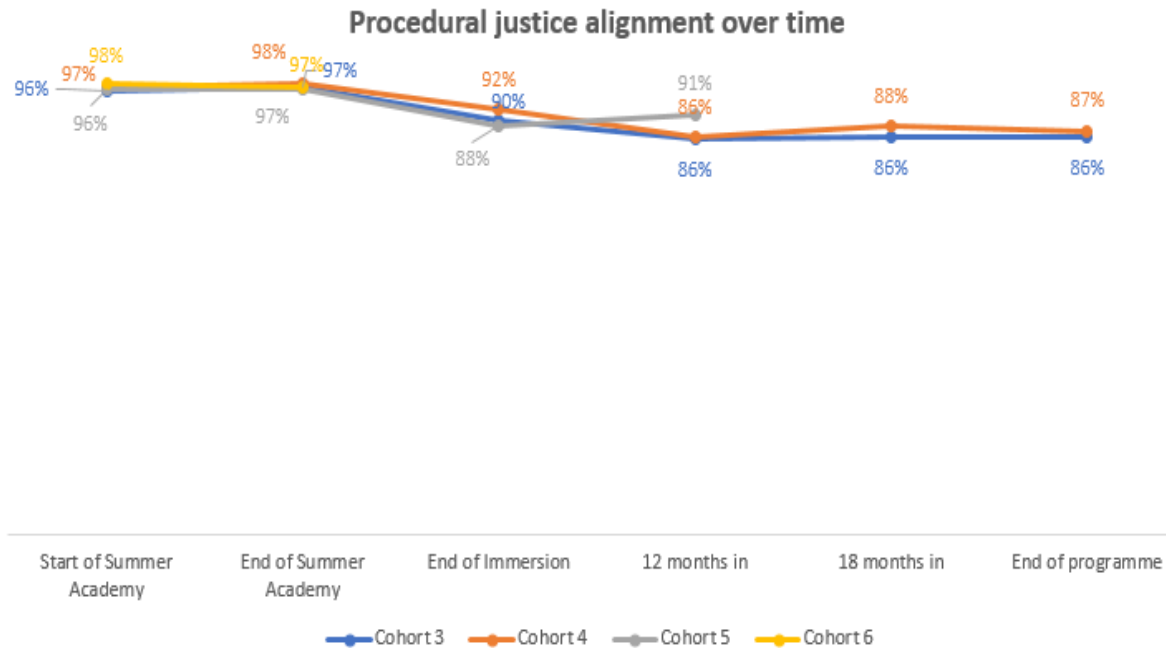


- “Emotional intelligence is the awareness of one’s own and others’ emotions, arguably an important precursor for procedural justice and policing by consent. We measured levels of emotional intelligence for Cohort 3 using a well validated psychometric questionnaire designed by EBW15 (Emotions and Behaviours at Work), which compares people’s responses against a benchmark group of working professionals” (MOPAC, 2018: 15).
- Evidence suggests that those entering the police service through Police Now score higher on several key dimensions of **emotional intelligence**, including: empathy, stress tolerance, conformity, and conscientiousness, than a comparable group of professionals (MOPAC, 2018).
- These are **essential skills for modern policing** for strengthening relationships with the public, whilst ensuring officers themselves are resilient and adequately prepared for the range of situations and challenges they will confront during their policing careers.
- Emotional intelligence is taught throughout the Academy in various guises and has strong links to procedural justice and building rapport through effective communication. In our deliberate practice exercises, participants practice applying these communication skills with members of the public. LDOs also re-emphasise the importance of emotionally-intelligent leadership throughout the two year programme, during PDPs and Skills Sessions.

Recommendation for forces:

- This independent research found that Police Now participants emotional intelligence positioned them well to enact procedural justice policing, with development potential at this early stage of their careers in the decisiveness needed for future leadership roles. Line managers can support participants with this.
- The authors noted: “Given the centrality of procedurally just policing and the increased attention to ethical behaviours, future policing training may wish to build on emotional intelligence as a more explicit framework to train and strengthen individual behaviours” (McDowall et al., 2019: 114).

Longitudinal data shows Police Now participants have a strong alignment to procedural justice over time



- A growing body of evidence suggests that when citizens perceive their interactions with police officers to be procedurally fair, and feel that they have been treated with dignity and respect, they are more likely to view the police as legitimate. See [Police Now’s Procedural Justice Insight Briefing](#) for more details.
- We teach procedural justice through many elements of the Academy, in deliberate practice and lessons which cover the key components of procedural, drawing on key academic theory and evidence from the [Greater Manchester Police procedural justice training experiment](#).

Recommendation for forces:

➤ Embed procedural justice as a core focus of officers’ initial training, development and individual/team performance appraisal processes.

Data source: Police Now Participant Experience Survey data
MOPAC (2017) Evaluation of Police Now’s first cohort: final evaluation report. Compared to the Police Now cohort, the comparison group included more Males (80% vs. 55%) and BAME (29% vs. 12%) respondents. Along with these differences, there could be other measurable differences between the two groups that the analysis was unable to account for.

Based on our learning we are able to offer the following recommendations to support the development of diverse leaders

Link performance data across from recruitment assessment through to later stages of policing to better identify high performers and those that require more support

- Link performance data from initial recruitment assessment through to training to help identify high performance and those individuals/groups requiring the most support during the early part of their career in policing.
- Link data from initial recruitment assessment through to in-role performance to help you measure the success of assessment processes, identify high performance and those individuals/groups requiring the most support with their leadership development in force.

Create a supportive environment for all new recruits in force

- To enhance officer wellbeing during initial training, share the resources and expertise offered by Oscar Kilo.
- Ensure that all officers joining policing are supported and welcomed, and have access to affinity and support networks.
- Consider unconscious bias training to reduce potential for any discriminatory attitudes or behaviours at all levels.

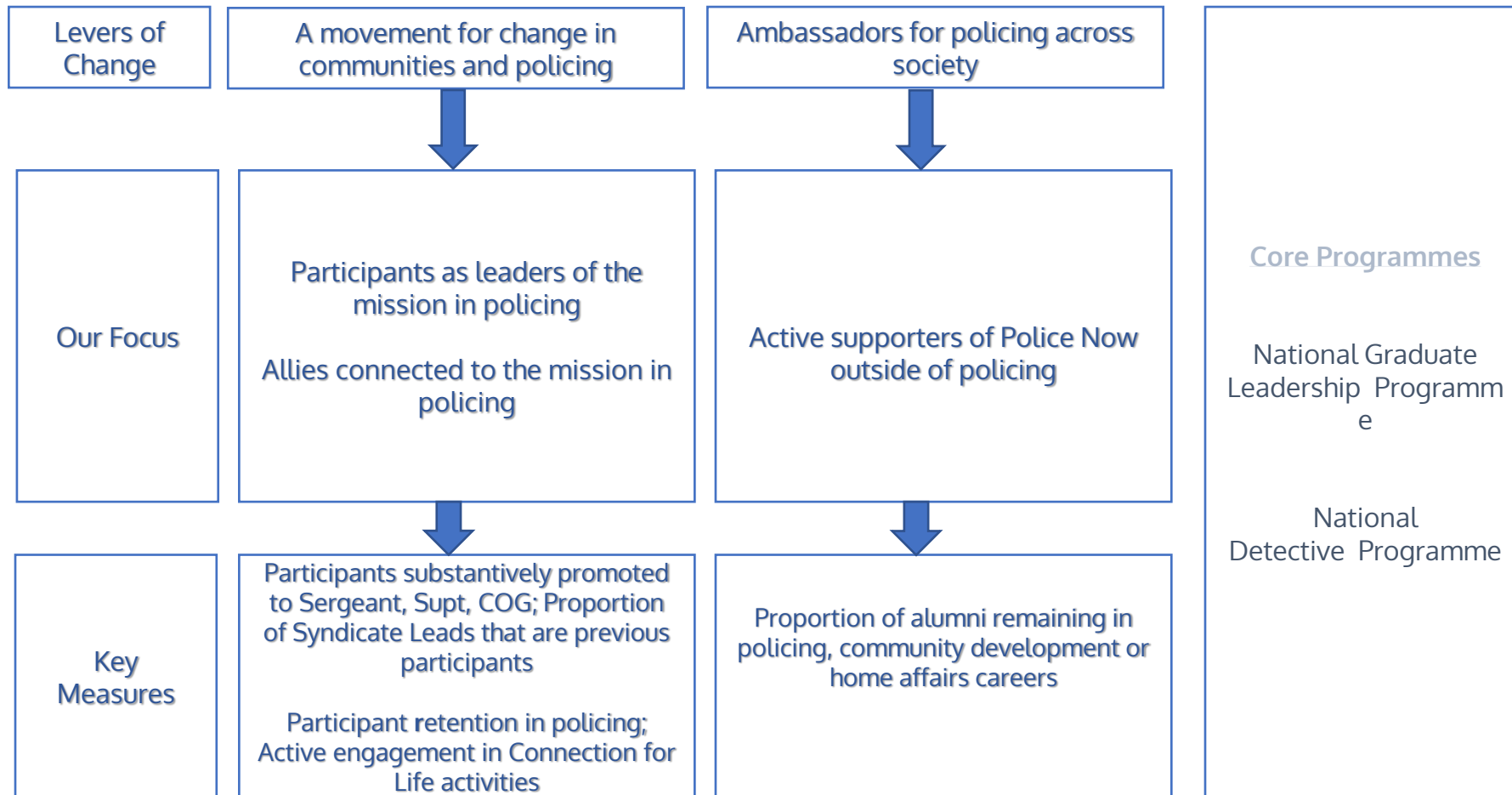
Embed our learning theories and policing practices into standard entry training and development

- Consider embedding learning theories such as *deliberate practice* and *cognitive load* to build officer confidence during initial training.
- If forces do not already, we would recommend training sergeants and inspectors on the principles and application of EBP.
- All officers should have access to, and be encouraged to use, the [What Works Crime Reduction Toolkit](#), noting the benefits for public outcomes and overall efficiency
- Embed procedural justice as a core focus of officers' initial training, development and individual/team performance appraisal processes.

Inspire

Linking our programmes to PN's Mission and Theory of Change - Inspire

Police Now's mission is to transform communities by recruiting, developing, and inspiring leaders in policing

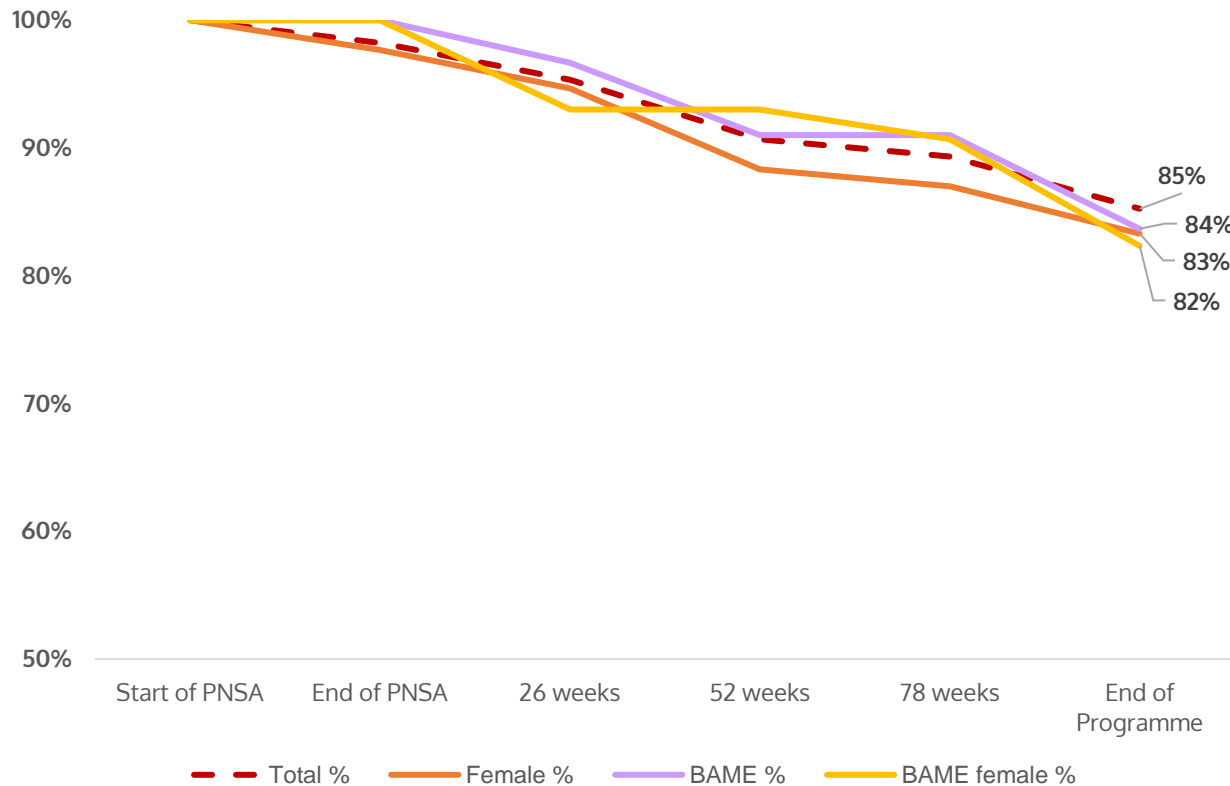


Inspire: key summary

- 1. Police Now retention rates are in line with traditional entry routes and consistent across demographics:** The average retention rate at the end of the Police Now National Graduate Leadership Programme is 85%. The overall retention rate is consistent with data from a large force (with an average retention rate of 88% at the two year point). Encouragingly, BAME (93%) and BAME female (91%) retention rates were higher than the overall cohort average at the two-year mark for National Graduate Leadership Programme Cohort 4.
- 2. External secondments:** The Strategy and Insights team at Police Now have out primary research exploring the value of external secondments in policing. The research found that time spent on an external secondment can consolidate officers' desire to remain in policing and can result in the expansion of individual skills, experience and knowledge, particularly in relation to problem-solving and communication.
- 3. Beyond the programme – participants' next steps in policing:** In total, since 2015, 28 Police Now participant alumni have been promoted; 16 have been promoted to Sergeant rank and 12 have successfully gained a place on the Fast-Track Programme. Lateral development into CID is also popular, with 35 Police Now alumni becoming detectives. 49% of our Cohort 4 participants have remained in their neighbourhood role, with a further 25% going into either response or CID and the remaining 25% going into other policing roles, fast track or leaving policing.

Overall retention rates of Police Now participants are consistent across groups and very similar to other current routes into policing

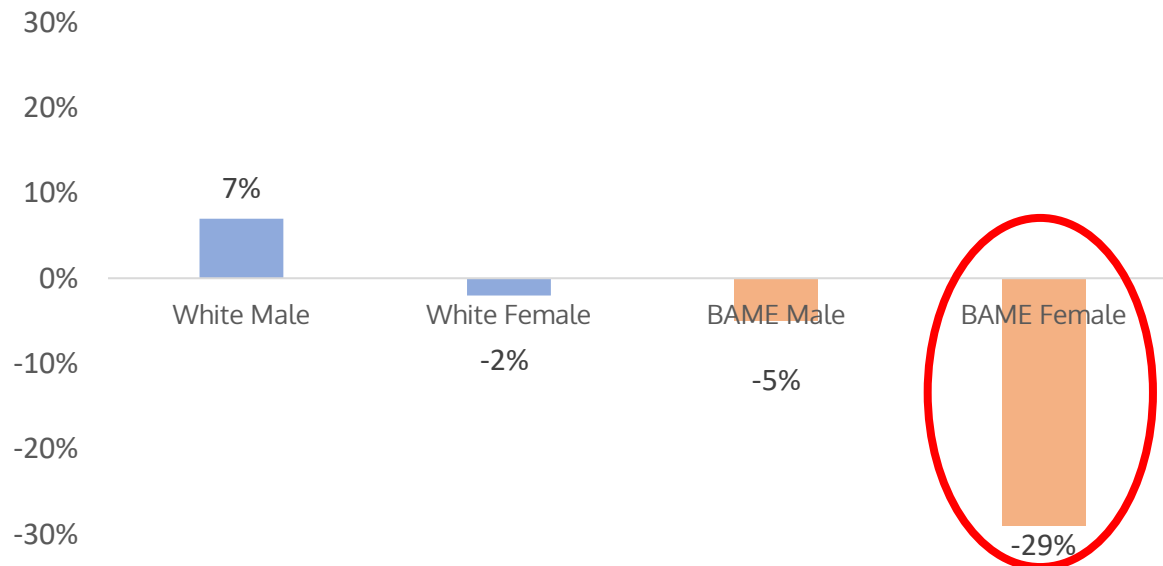
Police Now National Graduate Leadership Programme retention rates by demographic characteristics during first 2 years in post (National Graduate Leadership Programme Cohorts 2, 3 and 4 combined)



- Whilst obtaining national comparison data is difficult, the overall retention rate for Police Now’s programmes consistent with data from a large force (with an average retention rate of 88% at the two year point), despite the fact that around half of Police Now participants had not previously considered policing as a career.
- Trends are consistent over time by gender and ethnicity, with no statistically significant differences observed in attrition between groups.
- Data from our active cohorts suggests retention rates are continuing to improve across our programmes (94% for Cohort 5 & 99% for Cohort 6 NGLP, 98% for Cohort 1 NDP).
- Our retention data suggests that female officers are slightly more likely to leave policing than the cohort average.
- We continue to monitor other measures (e.g. proportion of cohort at high risk; wellbeing; satisfaction; assessments of operational competence) which provide important insight into the experience and progression of female, BAME and BAME female participants.
- Encouragingly, BAME (93%) and BAME female (91%) retention rates were higher than the overall cohort average at the two-year mark for National Graduate Leadership Programme Cohort 4.

The subjective wellbeing of BAME officers is consistently assessed as being significantly lower than the wellbeing of white officers; this is particularly the case for officers who are BAME and female

Variation in officers' wellbeing assessment against the cohort mean by ethnicity and gender (%)



- Police Now makes a **subjective wellbeing assessment** of all officers on a current Leadership Development Programme on a monthly basis. This is alongside a range of other measures.
- We have consistently observed that the wellbeing assessment of BAME officers is significantly different to white officers (on average a wellbeing gap of **17%**). This is particularly notable in relation to BAME females whose wellbeing is assessed as being significantly lower than that of white male officers, with an average wellbeing gap of **36%**

Recommendation for forces:

- Ensure participants and other officers have access to Police Now's affinity networks and wider force support networks.
- Forces should also ensure line managers are regularly meeting with their participants' LDO to ensure that any wellbeing concerns are addressed in a prompt and collaborative manner. Wellbeing should be a central focus of all development and performance conversations.
- Access should also be provided to Oscar Kilo wellbeing resources.

Research suggests that external secondment opportunities can increase recruits' motivation to remain in policing and enhance professional development

Overview

Since 2015, 110 Police Now participants have completed an external secondment as part of the Police Now National Graduate Leadership Programme. A further 122 participants (Cohort 4) are due to complete external secondments in 2020, with organisations such as the Home Office, The Police Foundation and Accenture.

The Strategy and Insights Team at Police Now recently conducted primary research to understand the [value of external secondments within the context of policing](#).

The research identified five main findings:

1. Time spent on an external secondment consolidated participant desire to remain in policing.
2. External secondments can result in the expansion of individual skills, experience and knowledge, particularly in relation to problem-solving and communication.
3. Secondments increased hosts' understanding of policing and its challenges as a result of seconding police officers, leading to a stronger appetite to partner with the police in the future.
4. A best practice secondment involves project-based work directly related to officers' role within force.
5. Low levels of interest from participants' operational supervisors, possibly driven by a failure to see the value of secondments or the operational resource challenges they present, pose a significant challenge to the implementation of external secondments and their potential for longer term impact.

Recommendation for forces:

- Consider methods for knowledge and skills sharing once the participant is back in force. You could ask the participant to lead a meeting and present their learnings back to the neighbourhood team. It's important to consider how knowledge from secondments can benefit the wider team.

Based on our learning we are able to offer the following recommendations to help inspire diverse leaders in policing

Promote officer wellbeing and create a supportive environment in force

- Ensure participants and other officers have access to affinity networks and wider force support networks.
- Forces should also ensure line managers are regularly meeting with their participants' LDO to ensure that any wellbeing concerns are addressed in a prompt and collaborative manner. Wellbeing should be a central focus of all development and performance conversations.
- Access should also be provided to Oscar Kilo wellbeing resources.

Ensure learnings from external secondments are shared

- Consider methods for knowledge and skills sharing once the participant is back in force. You could ask the participant to lead a meeting and present their learnings back to the neighbourhood team. It's important to consider how knowledge from secondments can benefit the wider team.

Enablers

Enablers: summary

1. Wellbeing is the strongest predictor of career satisfaction: Police Now analysis highlights that wellbeing is the strongest predictor of recruits career satisfaction and should therefore be a central focus of all recruitment and development initiatives in policing. Our research suggests that organisational stressors are just as, if not more, influential than occupational stressors on officers' mental health and wellbeing. Police Now recommend that recruitment and pre-employment regulations are reviewed and updated, informed by the evidence base, to account for the complexity and management of mental health and wellbeing in modern policing.

2. The Syndicate Lead role: Syndicate Leads (seconded sergeants who are responsible for teaching, developing and role modelling for our participants) continue to be crucial to officer development. The quality of Syndicate Lead support increased by 14% in 2020. The Police Now officers gain a lot of force context and practical learning from their Syndicate Leads. The role also offers promotional and developmental opportunities for the seconded sergeant. **83%** of Syndicate Leads in 2020 agreed that the Academy had developed their professional practice, citing skills such as facilitation and effective coaching as particularly strong development areas

3. Leadership Development Officer - coaching and support: The LDO role is critical for developing the leadership potential of Police Now participants. LDOs come from a variety of different roles namely; policing, teaching, coaching and other professional development backgrounds. The percentage of participants who agree that their LDO effectively supports their development has increased year-on-year, and plays an important role in ensuring high levels of career satisfaction and retention.

Analysis suggests that wellbeing is the strongest predictor of recruits career satisfaction (1/2)

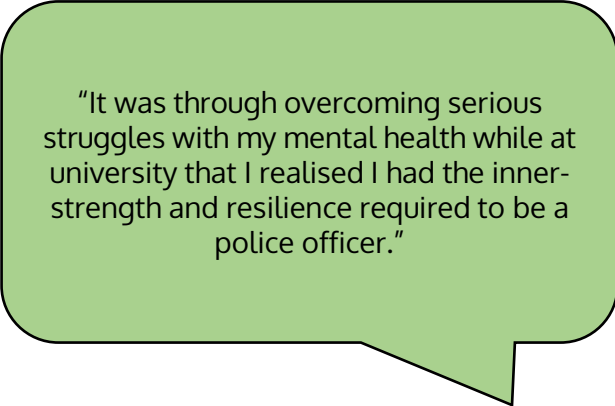
Overview

In light of the recent [Oscar Kilo National Policing Wellbeing Survey](#) results, the Police Now Strategy and Insights team have conducted research into the effects of mental health and wellbeing on an officer's experience and satisfaction in-role. Police Now drew on the existing literature, evidence from within and beyond policing, as well as individual case studies.

The research identified two main findings:

1. When controlling for a range of other individual and organisational factors, **wellbeing is the strongest predictor of recruits' satisfaction with policing as a career choice**. Given that career satisfaction has a strong and direct association with recruits' likelihood of remaining in policing, this presents good evidence to suggest that the wellbeing of new recruits should be a central focus of police recruitment initiatives.
2. **Organisational stressors are just as, if not more, influential than occupational stressors on officers' mental health and wellbeing**. Our case study subject (a former officer) reiterated the importance of police forces endorsing a culture and practice that embraces discussions of health and wellbeing. In this highly reflective account, our subject describes their mental health journey and how this was understood and responded to within force.

The insights briefing can be accessed in full [here](#)



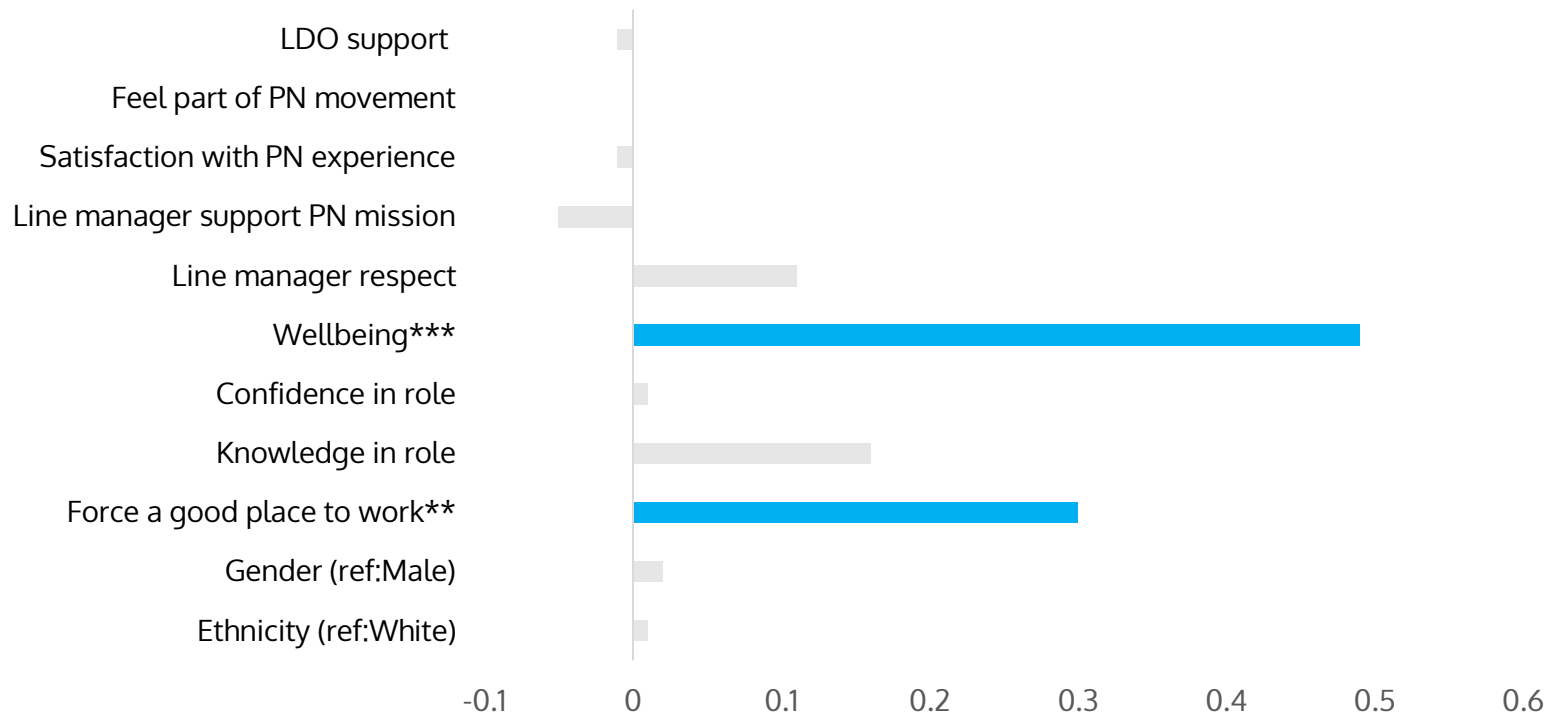
"It was through overcoming serious struggles with my mental health while at university that I realised I had the inner-strength and resilience required to be a police officer."

Recommendations:

- We recommend that recruitment and pre-employment regulations are reviewed and updated, informed by the evidence base, to account for the complexity and management of mental health and wellbeing in modern policing. The Home Office regulations were developed in 2004.
- Work in partnership with organisations and professional experts in the field to develop and deliver the best mental health and wellbeing training to officers and staff at all levels of policing.
- Routinely monitor employee wellbeing and create 'safe spaces' for officers to be open and reflective in the self-assessment of their mental health and wellbeing, particularly following occupational stressors such as traumatic incidents and assaults.

Analysis suggests that wellbeing is the strongest predictor of recruits career satisfaction (2/2)

Factors associated with recruits' career satisfaction after 18 months.
Estimates from linear regression model



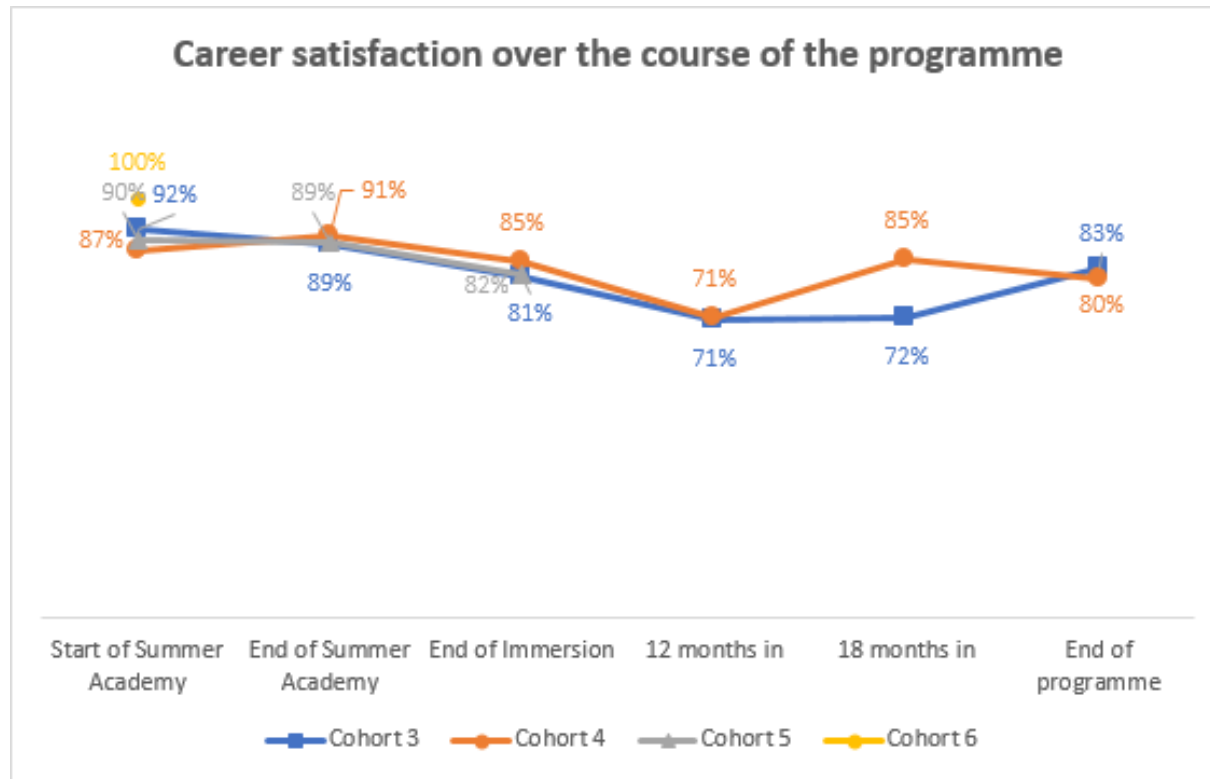
- Data suggests that after 18 months, wellbeing is the strongest predictor of recruits satisfaction with policing as a career choice (***) statistically significant to 99.9% level)
- Recruits' assessment of their force as a 'good place to work' is also strongly associated with their career satisfaction (**sig. to 99% level)
- These findings suggest that wellbeing should be central to discussions about police recruitment and retention in the context of the uplift, as well as the development of Police Now's programmes.

Recommendations:

- Wellbeing should be central to discussions about recruitment and retention in the context of the national uplift, with attention given to the organisational and contextual stressors that can impact officers' mental health and wellbeing and subsequent likelihood of remaining in policing.

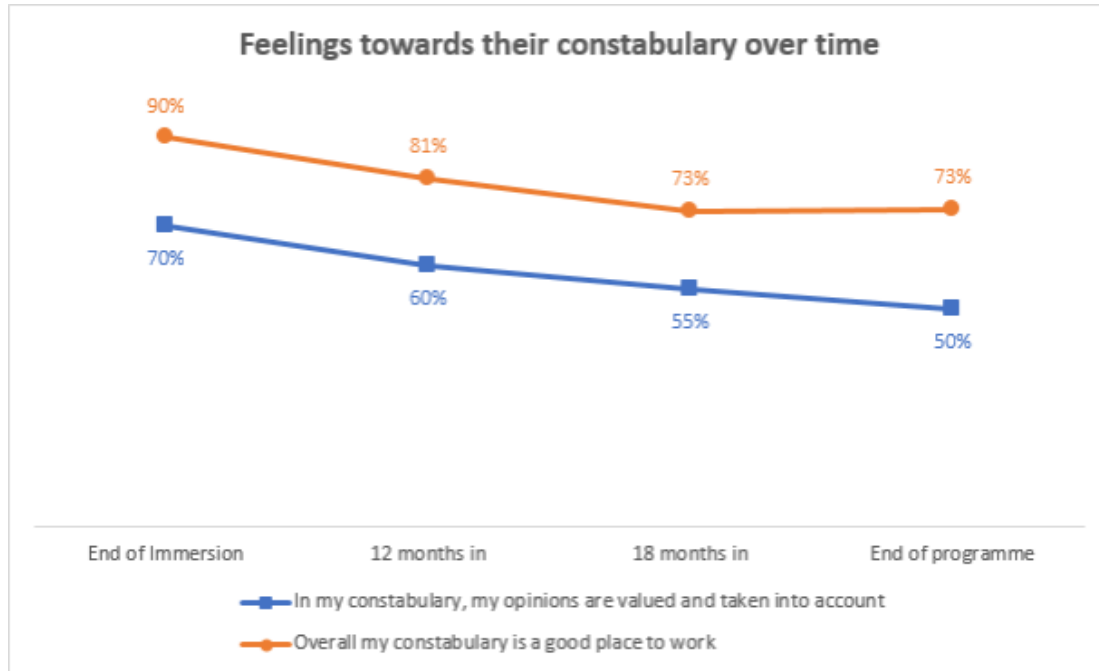
Data source: Analysis of Police Now's Participant Experience Survey (n=104). The regression model explained 56% of the variance in recruits career satisfaction.

Although Police Now recruits people who have often never considered a career in policing, 8 out of 10 participants are satisfied with their career choice by the end of the programme



- ~8 out of 10 officers that complete a Police Now programme say that they are satisfied with their decision to pursue a career as a police officer. This is particularly impressive given that around half of those who join our programmes tell us they were not planning to join the police before hearing about Police Now.
- Despite this fact, the development opportunities and support that officers receive both from Police Now and their force ensures that they remain satisfied in their decision to pursue a career in policing. This helps ensure consistently high retention rates.

BAME and female officers are less likely to report that their constabulary is a good place to work and that their opinions are valued in force.

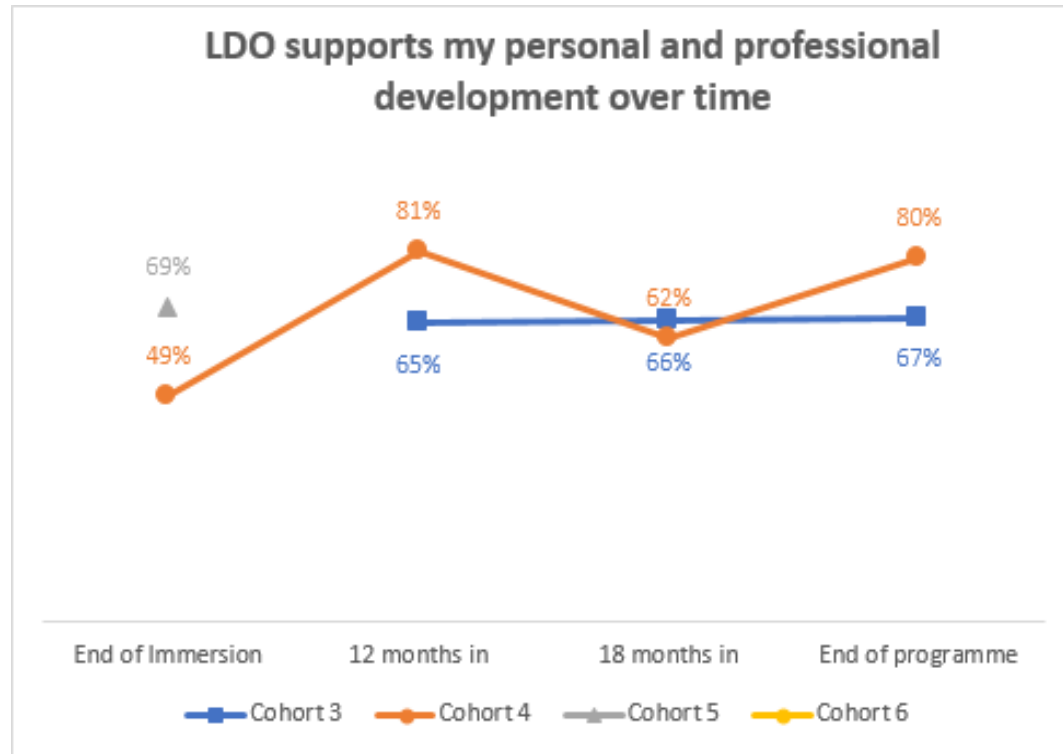


- The data in the chart on the left is taken as an average from NGLP Cohort 3- NGLP Cohort 5. It demonstrates that generally recruits see a drop off in their feelings towards their forces over time.
- Notably, the average results for both female and BAME participants are lower than the cohort average. For the metric “in my constabulary my opinions are valued and taken into account, the cohort average was 79% whilst female average was 77.5% and BAME average was 70%.
- For the metric “overall my constabulary is a good place to work” the cohort average agreement is 59%, this is the same as female agreement. However BAME officer agreement with this statement is 48%.
- The lower BAME and female results potentially reflect the need for forces to be more inclusive and supportive towards minority officers.
- Police Now is working to improve this metric through better line manager engagement throughout the programme. We are working on a video and a host of resources to support the participant line managers at all stages of the programme.

Recommendations for forces:

- Encourage force (especially line manager) attendance at briefings and Police Now events to improve understanding of the programme and participant work.
- Create internal impact events to celebrate the success of Police Now officers.
- Ensure line managers are holding regular developmental 121s with all new recruits to ensure that leadership potential is nurtured from day one.
- Ensure participants and other officers have access to Police Now’s affinity networks and wider force support networks.

In 2019, 74% of participants agreed that their LDO supported their personal and professional development



“My LDO is wonderful and is the best part of Police Now. Especially as they worked as an Officer, which allows them insight into the job and the culture within.” **(2019 Participant Feedback)**

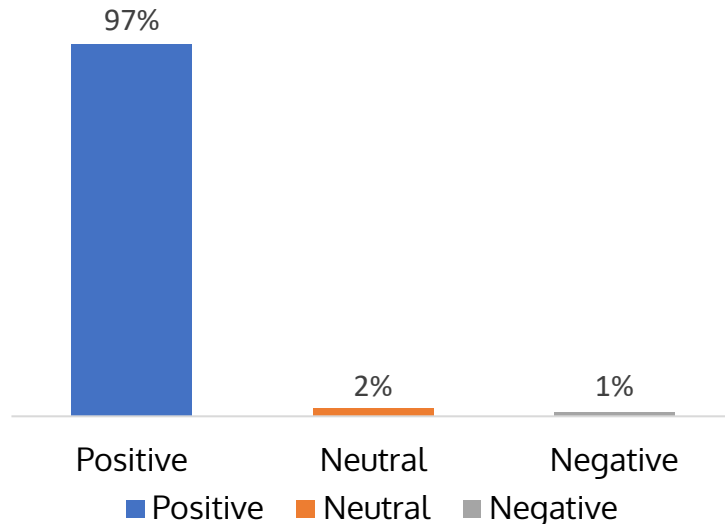
“My LDO has been incredibly beneficial in terms of developing professional skills in relation to leadership and also a very valuable mechanism of support.” **(2019 Participant Feedback)**

“I am very happy with my LDO experience. They are very supportive and make me think about things, and myself, in different ways. My LDO has done a lot to build my confidence and make me realise how far I have come.” **(2019 Participant Feedback)**

Recommendation for forces:
 ➤ Invest time in professional coaching training for sergeants and ensure regular developmental 121 meetings are being held between officers and their line managers.

Police Now’s Syndicate Lead model has a significant positive impact on recruits joining policing

Syndicate Lead Impact on Development



- Syndicate Leads are seconded sergeants who are responsible for teaching, developing and role modelling for our participants. This role is crucial for early officer development and evidence shows that the Police Now academy is a supportive learning environment.
- In 2020 we saw significant improvements compared to 2019:
 - Quality of support received from the **participants’ Syndicate Groups** has **increased by 21% compared to 2019**
 - Quality of support from **Syndicate Leads** has **increased by 14% from 2019**
 - Quality of support from **Stream Managers** and **PNHQ** have both **increased by 10% from 2019**
- **83%** of Syndicate Leads in 2020 agreed that the Academy had developed their professional practice, citing skills such as facilitation and effective coaching as particularly strong development areas.

“My syndicate lead is the single most impactful point of contact throughout this experience. They were integral to my learning, self-reflection and overall wellbeing. I cannot thank them enough.” **(2020 Participant Feedback).**

Recommendations for forces:

- Where possible try to maintain Syndicate Lead and participant bond back in force. The Syndicate Lead could hold Action Learning Sets (problem solving sessions) with participants. Or remain a key point of contact throughout their programme.
- Advertise the Syndicate Lead role early and extensively to encourage a rigorous recruitment process. These officers will be excellent role models for your new recruits as well as have an opportunity that could help them pass their Sergeant’s board or develop their skills more generally.
- Our Syndicate Lead model suggests that investing in Sergeants professional development can have positive benefits not only for Sergeant’s professional development but also the onboarding of new recruits.

Based on our learning we are able to offer the following recommendations to best enable your officers to thrive

Action our recommendations to better support officer wellbeing

- We recommend that recruitment and pre-employment regulations are reviewed and updated, informed by the evidence base, to account for the complexity and management of mental health and wellbeing in modern policing. The Home Office regulations were developed in 2004.
- Work in partnership with organisations and professional experts in the field to develop and deliver the best mental health and wellbeing training to officers and staff at all levels of policing.
- Routinely monitor employee wellbeing and create 'safe spaces' for officers to be open and reflective in the self-assessment of their mental health and wellbeing, particularly following occupational stressors such as traumatic incidents and assaults.
- Wellbeing should be central to discussions about recruitment and retention in the context of the national uplift, with attention given to the organisational and contextual stressors that can impact officers' mental health and wellbeing and subsequent likelihood of remaining in policing.

Ensure your force understands Police Now and is supportive of the programme and officer development

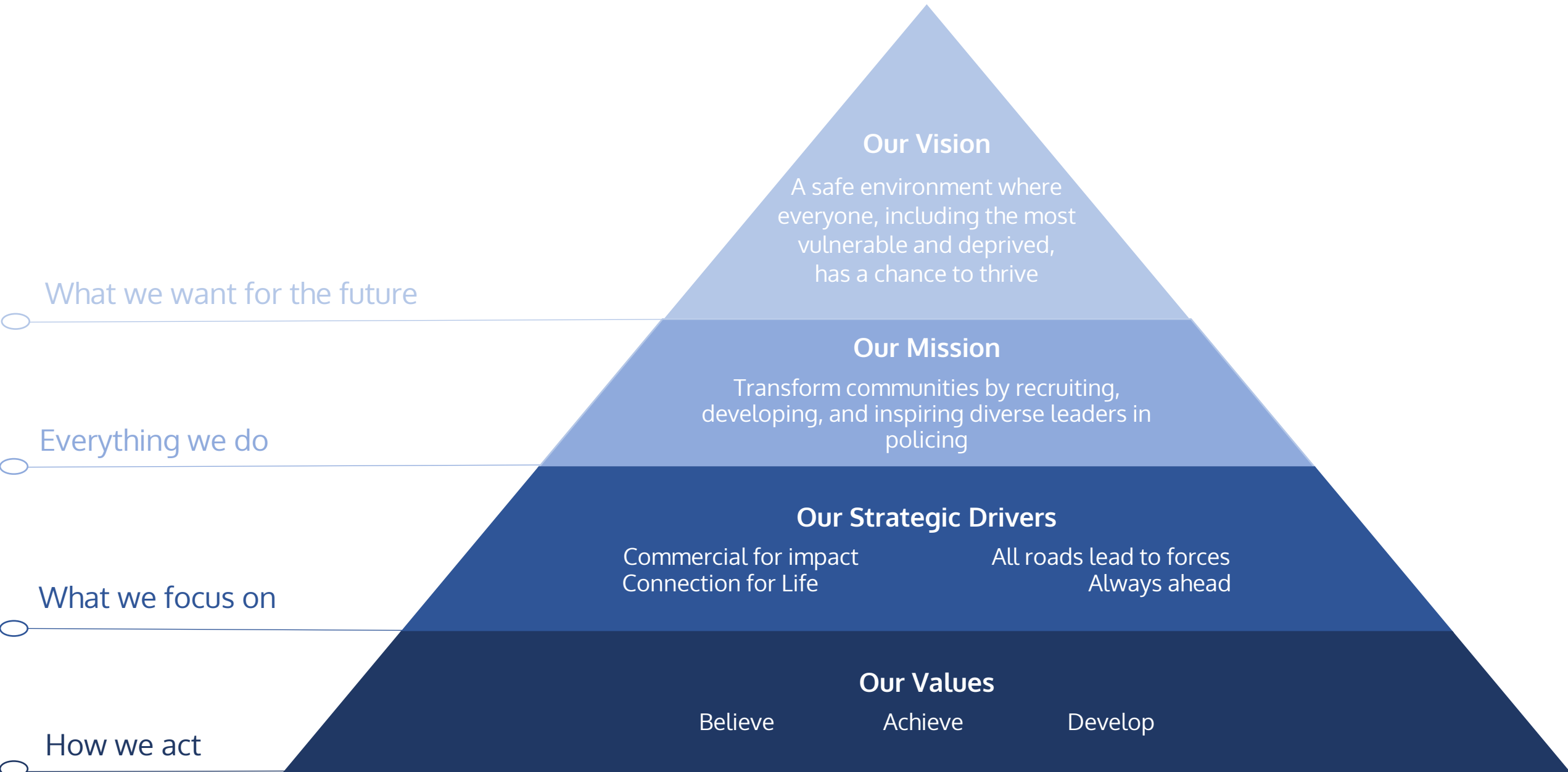
- Encourage force (especially line manager) attendance at briefings and Police Now events to improve understanding of the programme and participant work.
- Create internal impact events to celebrate the success of Police Now officers.
- Ensure line managers are holding regular developmental 121s with all new recruits to ensure that leadership potential is nurtured from day one.
- Ensure participants and other officers have access to Police Now's affinity networks and wider force support networks.
- Invest time in professional coaching training for sergeants and ensure regular developmental 121 meetings are being held between officers and their line managers.

Make the most of our Syndicate Lead officer development opportunity and consider how this role can be developed when officers are back in force to ensure maximum impact and support for new recruits. Furthermore consider how you utilise sergeants in general officer training and development.

- Where possible try to maintain Syndicate Lead and participant bond back in force. The Syndicate Lead could hold Action Learning Sets (problem solving sessions) with participants. Or remain a key point of contact throughout their programme.
- Advertise the Syndicate Lead role early and extensively to encourage a rigorous recruitment process. These officers will be excellent role models for your new recruits as well as have an opportunity that could help them pass their Sergeant's board or develop their skills more generally.
- Our Syndicate Lead model suggests that investing in Sergeants professional development can have positive benefits not only for Sergeant's professional development but also the onboarding of new recruits.
- Consider utilising a similar model for sergeants training new recruits. This would offer development opportunities for sergeants and minimise the strain on trainers and tutors in force.

Appendices

Appendix I



Police Now's Values guide how we work and underpin how we make decisions

BELIEVE	ACHIEVE	DEVELOP
We believe that anything is possible, that one individual can make a difference and by working as a team we can change the world	We prioritise what really matters	We seek radically candid feedback and give it to others whatever their position
We are comfortable being uncomfortable	We take personal responsibility for making things happen to a high standard without delay	We are resilient, willingly coachable and eager to learn through reflection and feedback
We push through the 'wall of no'	We act in a way that brings others with us	We communicate in an honest, direct and compassionate way
We challenge and inspire others when they are doubting what we can achieve	We take smart risks to try new things, taking difficult decisions without unnecessarily referring upwards	We listen to understand, not just to respond
We each understand Police Now's purpose, case for change and strategy to deliver the greatest impact	We role model our values, and when we get things wrong, we act to put it right	We demonstrate empathy and trust in our dealings with others

Our Strategic Drivers are our core areas of focus across Police Now HQ

1

Commercial for impact

We need to be commercially sustainable and savvy in order to make an impact on society. Any surplus we generate can be reinvested in achieving our mission. A failure to make the commercials line up will be the end of our mission.

2

All roads lead to forces

We need to be indispensable within policing. We only can achieve our mission by working effectively with forces and all our activities must be geared towards delivering the best outcome for them, adding value and making their lives easier without compromising our mission.

3

Always ahead

We need to be uniquely differentiated from what police forces, policing, and any competitors are able to deliver through our programmes and our participants. These areas are (1) diversity & talent; (2) constructive disruption & innovation; (3) visible impact in policing and communities.

4

Connection for life

We need to engage all of our potential ambassadors in our ambitions and mission to increase our chances of being successful. We can increase our potential impact by supporting our participants and alumni into more senior roles in policing.

Understanding who Police Now's customers are is critical

Who are Police Now's customers?*

Police forces who pay for participants and the difference they bring into policing

The Home Office who pay for workforce transformation

Who are Police Now's enablers of change?

Participants

Programme Alumni

Who are Police Now's main beneficiaries?

The public and communities we serve

Who are Police Now's key ambassadors?

Participants & Alumni
Line Managers
Syndicate Leads
Advocate Chiefs
Stakeholders (CoP, NPCC, HMICFRS)
PNHQ team

What type of organisation is Police Now?

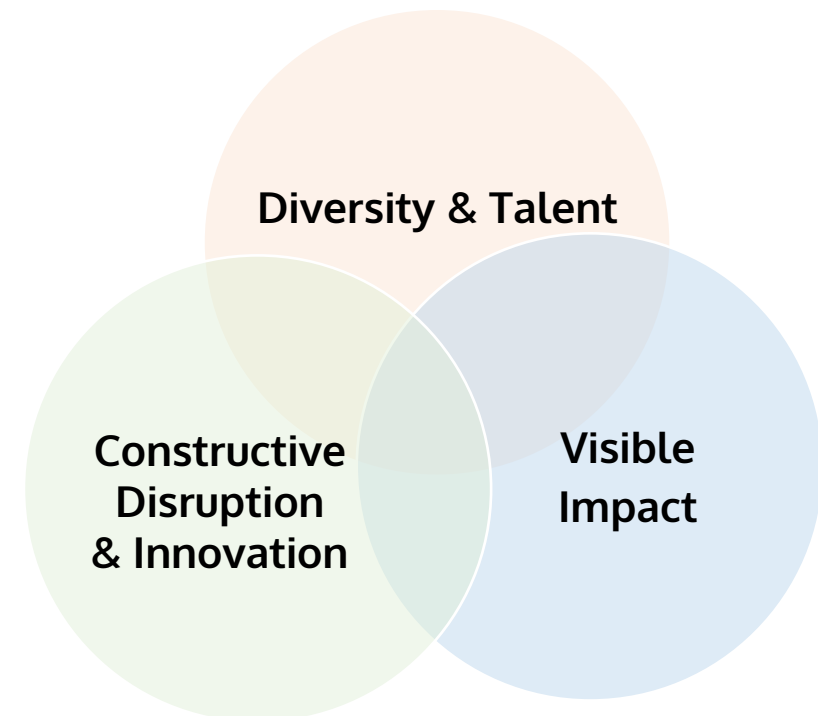
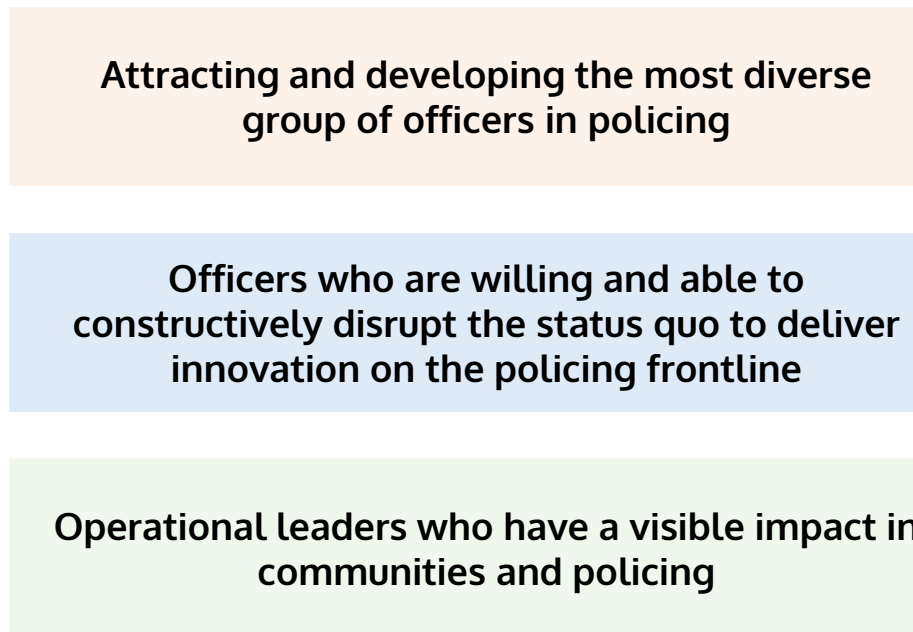
Police Now is a ***not-for-profit social enterprise*** – unlike parts of the traditional public sector we are able to move at speed and with great efficiency to innovate and support policing and communities.

Police Now is a ***not-for-profit social enterprise*** – unlike the traditional private sector we invest and reinvest all of our financial surpluses back into the organisation to support policing and communities.

*The **customer** is the person or organisation that **buys** our products and services, and supplies our revenue. *HBR, 'Choosing the right customer', March 2014*

Our Always Ahead Strategic Driver is our **UNIQUE VALUE PROPOSITION** to our customers - forces and government.

Police Now is unique in that only we can deliver this to policing and the public – this is key to how we will achieve our vision.



Police Now has partnered with 32 forces in England and Wales, helping to develop a national network of officers focused on problem-solving in the most deprived communities



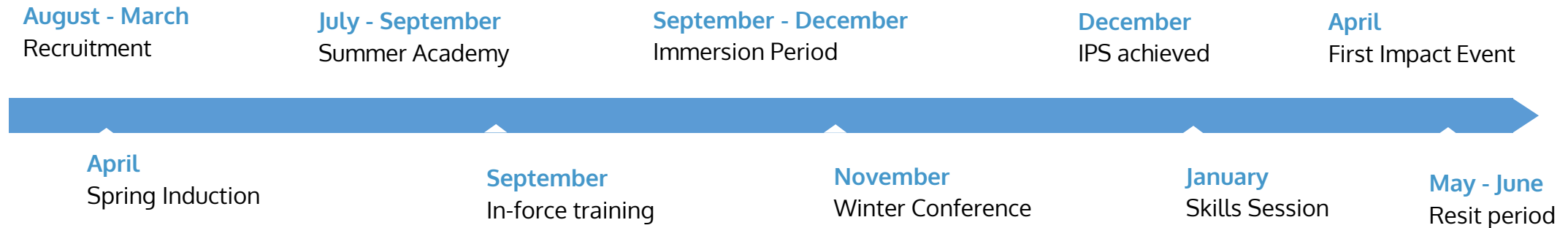
- Avon & Somerset Police
- Bedfordshire Police
- Cambridgeshire Constabulary
- Cheshire Constabulary
- City of London Police
- Derbyshire Constabulary
- Devon & Cornwall Police
- Dorset Police
- Essex Police
- Greater Manchester Police
- Gwent Police
- Hampshire Constabulary
- Hertfordshire Constabulary
- Humberside Police
- Kent Police
- Lancashire Constabulary
- Merseyside Police
- Metropolitan Police Service
- North Wales Police
- North Yorkshire Police
- Northamptonshire Police
- Northumbria Police
- South Wales Police
- South Yorkshire Police
- Staffordshire Police
- Surrey Police
- Sussex Police
- Thames Valley Police
- Warwickshire Police
- West Mercia Police
- West Midlands Police
- West Yorkshire Police

This network offers our partner forces and participants a network to collaborate on problem-solving and share best practice on a national scale.

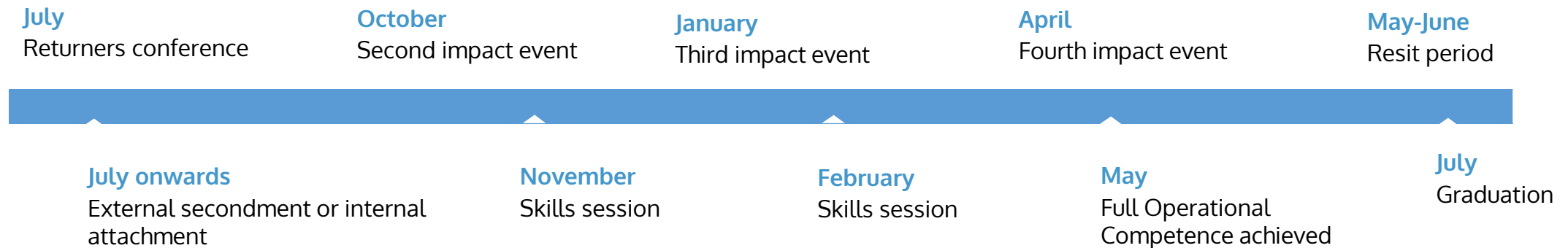
Appendix II

National Graduate Leadership Programme Provisional 2 Year Timeline

YEAR ONE



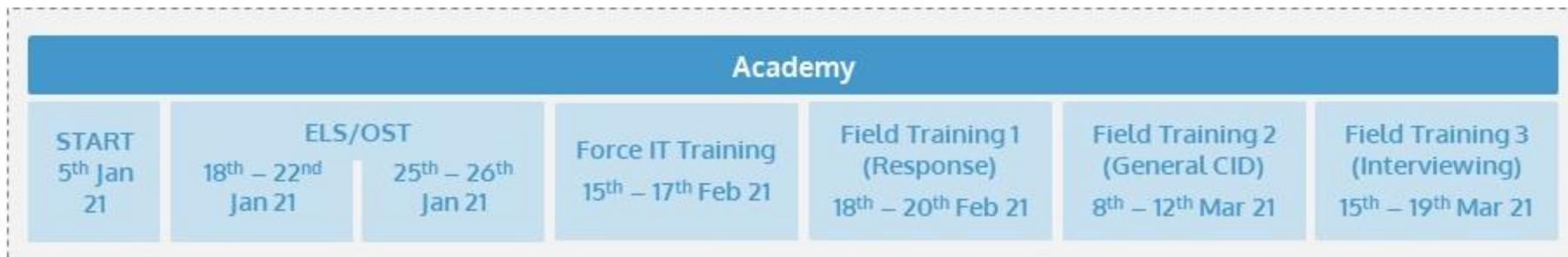
YEAR TWO



National Detective Programme overview

Recruitment Opens	Assessment Centres	PN Induction Events	Force Induction Events	Final Offer Deadline	Syndicate Lead Course
April 20	June – July 20	Late Sept/Early Oct 20	October/November 20	Early November 20	8 th – 17 th December 20

Pre-employment and reference checks (July – October 20)



Appendix III

Whilst the crime/ASB analysis has been conducted using a robust methodology and peer reviewed it is important to recognise the limitations with this work

Aim: To measure the indicative impact of Police Now participants on crime and ASB by comparing recorded crime statistics in communities with a Cohort 2 participant to force and national averages.

Where: We examined data from five force partner areas (Cheshire, Lancashire, TVP, MPS, WMP) where participants had been deployed into well-defined neighbourhood areas (Surrey and Northamptonshire were excluded from the analysis due to lack of specific neighbourhood postings for this cohort).

How: We mapped every ward with a Police Now officer to generate a list of the lower-level super output areas (LSOAs) in which participants were posted. Ward matching was mapped manually in cases where boundaries did not align directly with LSOAs, e.g. 10 of 12 of the Police Now wards in the force were mapped manually. We then downloaded and organised over four million rows of data from www.data.police.uk. For every police force we then calculated and compared crime trends in communities with a Police Now participant against the change in crime in communities without a Police Now participant.

When: The analysis presented here is based on Cohort 2 officers' time on the programme. We compare the trends in crime over their 22 month deployment period (October 2016 – July 2018) to the same 22 months prior to the cohort joining the programme to control for any seasonal variation (October 2014– July 2016).

Limitations: in the absence of a fully randomised control design we are unable to discount the many other factors that are responsible for any observed changes in crime trends. Put simply, **Police Now cannot claim 'cause and effect'**. There are also many limitations with police recorded crime statistics (e.g. force recording variations, they do not include crimes not reported to or discovered by the police). Further, it should also be noted that Police Now participants' work (as with other officers), and indeed recorded crime statistics themselves often transcend the boundaries of defined police neighbourhood areas, nor can the data control for issues such as officer abstraction.

Independent peer review: The analysis has been peer reviewed by an academic expert in the interests of credibility, external validation and quality assurance. Police Now asked an independent academic expert to review the analysis, methodology and results. Peer reviewing is an important process, used commonly in academia to subject analysis to the scrutiny of others and help make improvements to papers prior to publication. Our peer reviewer noted "the good use of existing empirical data to review the potential impact of Police Now officers on crime trends across the partner forces, and that "the author(s) also do a very good job of engaging transparently with some of the limitations of their approach".