



POLICE:NOW

INFLUENCE FOR GENERATIONS

IMPACT REPORT

FOREWORD

I'm excited and honoured to introduce Police Now's second Impact Report. As a former participant of the Police Now programme, I've seen first-hand the work and impact that participants have had in communities across the UK – reducing crime, transforming communities and improving the public's confidence in their local police force. Police Now refuses to accept that where you're born or where you live should affect your life chances – and I'm proud to be part of such a movement.

Police Now recruits a diverse range of outstanding graduates into frontline policing roles. It seeks out talented graduates – those who have numerous career choices available to them – and inspires them to spend at least two years in frontline policing. Without the opportunities presented by the Police Now programme, I simply wouldn't have become a police officer. As this report shows, 58% of those on the programme would not have considered policing without Police Now. As a programme participant, we are rigorously trained, challenged to take ownership of the problems that blight communities and work with our colleagues to tackle them.

The Police Now programme has pushed me to hold myself to account and report on my own impact every 100 days. Within three months of joining the programme, I found myself in a deprived area of Reading, working to reduce the harmful effects of street drinking, safeguarding young boys exploited by drug dealers, and uncovering a homemade crystal meth factory. I have been stretched and challenged to find new ways to lead change and inspire others as the newest PC on a team of six.

I have spent a month on secondment at the Home Office, learning from and influencing those who create the policy that directly affects frontline officers. Since completing the programme in 2018, I have worked as a Police Now Syndicate Lead and successfully applied for the Fast Track Programme.

Whether you're reading this report as an ardent Police Now supporter, an unconvinced sceptic, or somewhere in between, the innovation, research and stories in this year's report will give you a real insight into the work Police Now participants and their incredible colleagues are doing to help improve policing and inspire and deliver social change. It is also clear Police Now has a real commitment to evaluation and continuous improvement. During my time on the programme I was really impressed by Police Now's willingness to capture, listen and swiftly respond to feedback, whether from participants, partner forces, academics or the wider police sector.

In this report, you'll see a few examples of how Police Now participants across the country are helping tackle entrenched neighbourhood issues and bringing new ways of thinking to persistent and emerging problems like the exploitation of vulnerable adults and children, drug dealing, alcohol-related anti-social behaviour and modern slavery. Although these are still early days for Police Now's impact journey, I have been fortunate to witness the immense difference Police Now participants can make to policing colleagues, partner forces and communities. I hope you enjoy reading this report, are inspired by some of the stories and are encouraged to support Police Now on the next phase of its journey.

Acting Police Sergeant Amelia Tanner, 2016 Police Now participant, Thames Valley Police



I HAVE BEEN FORTUNATE TO WITNESS THE IMMENSE DIFFERENCE POLICE NOW PARTICIPANTS CAN MAKE TO POLICING COLLEAGUES, PARTNER FORCES AND COMMUNITIES



INTRODUCTION

Since 2015, Police Now have recruited, trained and developed over 640 police officers, posting them in neighbourhood roles in some of the country's most deprived communities. There is no doubt that these communities are in a better place than they would otherwise be because of our participants and their dedicated colleagues.

One of our central aims at Police Now is to contribute to the continued strengthening and diversification of the policing workforce. To do that, we need to challenge perceptions—most graduates don't appreciate the incredible opportunities that a career in policing can provide. We must recognise that most people entering policing today don't want to sign up for a single job for life, that more crime is moving online and that more and more demand on the police is associated with mental ill health. The fast-changing challenges facing policing mean we need the best minds entering our profession—people who can communicate, people who know how to solve problems, people who will do all that it takes to make a positive difference in people's lives. The evidence presented in this report shows that our innovative recruitment methods, high-intensity training and ongoing leadership development are helping to attract these people to the policing frontline.

With the support of our partner forces, we have grown the programme's reach to more of the country's most deprived communities, areas typically characterised by concentrated disadvantage, high rates of crime and low levels of confidence in the police. Looking across the national picture, we've seen rises in some crime types in recent times, and the gap in levels of confidence in the police between White and ethnic minority communities endures. The business of policing itself is conducted in a hugely complex

social, economic and political landscape. It's a landscape that includes police forces, Police and Crime Commissioners, Her Majesty's Inspectorate, the College of Policing, the Home Office, the Police Federation of England and Wales, the Police Superintendent's Association and, of course, Police Now. It is vital that we keep working closely together and hold on to the urgency for change for the benefit of our communities.

Police Now has embraced innovation as a central principle and is working to help police forces adapt to growing and evolving challenges. For example, at our second Annual Impact Conference in July 2018, we launched the Police Now Impact Library, an interactive platform containing video presentations, posters, how-to guides and toolkits. This is now available as a resource that is free to use for all officers and staff in UK policing. Like Police Now itself, this tool was created by the frontline, for the frontline.

We are also proud to have won the 2018 Institute of Student Employers Diversity and Inclusion Award. This reflects the ongoing work with our partner forces to attract a diverse range of graduates into policing, including but not limited to attracting more Black, Asian and Minority Ethnic (BAME) and female police officers.

This year's report shares some of Police Now's early success, the innovative thinking we are bringing to policing—particularly in the space of recruitment, training and leadership development—and crucially shares our participants' stories and achievements. But there is still much to be done. We believe that by working with colleagues, Police Now can continue to serve policing and vulnerable communities in the years to come.

**David Spencer, Co-founder
and CEO of Police Now**

**Sir Ian Powell, Chair of Police Now's
Board of Trustees**



“POLICE NOW IS MAKING AN IMPORTANT CONTRIBUTION TO WORKFORCE REFORM AND REPRESENTATION, WORKING AND INNOVATING WITH GREATER MANCHESTER POLICE AND OTHER FORCES AROUND THE COUNTRY TO ACHIEVE OUR COMMON GOALS WHILST GENERATING VALUABLE LEARNING ON HOW TO ENCOURAGE INTO THE SERVICE THOSE INDIVIDUALS WHO WOULD NOT ORDINARILY CONSIDER A POLICING CAREER”

**Ian Hopkins QPM, Chief Constable of Greater
Manchester Police**

ABOUT POLICE NOW

Police Now is an independent national charitable social enterprise with a mission to transform communities, reduce crime and increase the public's confidence in policing by recruiting and developing a diverse and outstanding group of individuals to be leaders in society and on the policing frontline.

Police Now's two-year National Graduate Leadership Programme recruits, trains and develops graduates to be warranted neighbourhood police constables in some of the country's most deprived communities, with a focus on attracting the most talented individuals who might not otherwise have considered a career in policing. The neighbourhood policing role offers participants a challenging environment in which they can develop their leadership skills by seeking to solve complex problems and by influencing and innovating every day.

By recruiting outstanding and diverse leaders, training them using high-intensity and innovative ways and committing to their ongoing development, Police Now officers and their colleagues are equipped to drive demand reduction and embed system-level change in the communities that need it most.

Originally incubated within the Metropolitan Police Service, Police Now works with 28 police forces in England and Wales. It is funded by police forces, the Home Office and charitable donations.

“
...THEY'VE BEEN
SO HELPFUL IN
RESTORING MY
CONFIDENCE AND
MAKING ME FEEL
SECURE IN MY
COMMUNITY
ONCE AGAIN”

Resident, Housing Block in
Harlesden, London

STRENGTHENING THE POLICE WORKFORCE WITH DIVERSITY AND TALENT

Changing graduate perceptions of policing

Recruiting high-achieving individuals from diverse communities is challenging, especially for those who might not have previously considered it, in what is an intensely competitive employment market. Indeed, in recent years, some of the UK's leading graduate employers, particularly those in the public sector, accounting and professional services, have struggled to fill vacancies¹. It is our firm belief that the police service should aspire to recruit the very best individuals. Nevertheless, research shows that final-year students traditionally hold stereotypical views about who becomes a police officer and what the role involves, with many considering policing to be a low-status occupation² or one that is full of danger and physical violence.

Police Now is helping to change this story. A full 58% of our 2018 cohort of participants told us that they were not planning to join the police before hearing about Police Now³. This reflects the growing recognition of Police Now within the graduate market. For the first time, Police Now entered The Times Top 100⁴ graduate employers at number 90. It was also the highest-ranking new entry in The Guardian UK 300⁵ for 2018–2019, placing at number 74. Police Now attracted 5,313 applicants to apply for 233 positions in the 2017–2018 recruitment cycle, with more than 22 applicants applying for every place in the programme.

Recruitment innovations

To attract outstanding and diverse individuals to policing, we continue to innovate in the way we attract, assess and onboard candidates. The Police Now recruitment campaign is specifically designed to highlight the value and difference that police officers can have in society. Our campaign

presents policing as a career full of intellectual challenge, excitement, leadership development and problem solving. It is targeted not only at applicants themselves but also at their broader network of influencers, such as their parents, family and friends. These groups of people are often instrumental in whether potential candidates choose to apply and pursue a career in policing. Our recruitment and assessment processes are likewise designed in a way that focuses on the professional skills required to perform the neighbourhood policing role whilst also emphasising the community transformation aspect of neighbourhood police work.

The speed and appeal of our recruitment process are key to attracting candidates who would not otherwise consider a career in policing. Some current police recruitment processes are lengthy, requiring candidates to attend multiple appointments followed by a drawn-out medical, fitness and vetting process. This puts some police forces at a disadvantage when competing against other employers for the best talent. Police Now's application to offer journey is considerably quicker, making the process equivalent to that of other top-tier employers.

"The quickness of the application process and time frame for obtaining a start date really appealed to me"

2018 Police Now participant

To compete with leading employers, Police Now needs technologically advanced police recruitment and onboarding processes and platforms. At Police Now, we have developed an interactive online IMPACT exercise, in which applicants can obtain an immersive insight into what it is like to be a police officer and test their problem-solving skills in a simulated neighbourhood policing scenario. Our 2019 recruitment campaign will be further enhanced with the introduction of virtual reality technology to simulate the neighbourhood challenges that applicants may face.

Police Now has also changed some of the traditional mechanisms used in police recruitment so that each candidate has a positive experience and ultimately leaves with a positive perception of the service, regardless of the outcome. Police Now uses adaptive testing, in which our tests adapt to applicants' ability level as they progress through the recruitment process. Similarly, we have implemented a strengths-based interview system, as opposed to the traditional competency-based system. This allows us to rigorously assess the potential of applicants rather than their learnt behaviours and/or experiences. These innovative techniques ensure that a level playing field is maintained, that applicants can perform to the very best of their potential throughout the application process and that ultimately, the very best candidates are selected for entry onto the Police Now programme.

58%

WERE NOT PLANNING ON JOINING THE POLICE BEFORE HEARING ABOUT POLICE NOW



NUMBER 90 IN THE TIMES TOP 100 GRADUATE EMPLOYERS



NUMBER 74 IN THE GUARDIAN UK 300 BEST GRADUATE EMPLOYERS

22

APPLICANTS APPLYING FOR EVERY PLACE ON THE PROGRAMME

High levels of emotional intelligence and public service motivation

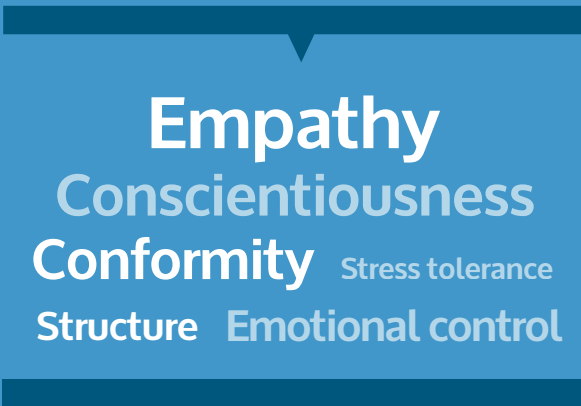
Police Now recruits individuals with strong communication and analytical skills, high levels of emotional intelligence, as well as strong motivation to work in collaboration with the public. These are essential skills for police officers working in the UK’s system of policing by consent and enable them to enhance their legitimacy in the eyes of the public and gain the active support of the communities they serve. These skills prepare them to deal with a complex and changing demand picture, including safeguarding the vulnerable and addressing domestic abuse and issues involving mental ill health⁶.

External evaluation has shown that Police Now participants are ‘a highly motivated and able group of graduates, with a clear commitment to making a difference’⁷.

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.

Beyond the community benefits, we also note the advantages of developing these skills for enhancing officers’ mental wellbeing, ensuring that they are adequately prepared for the range of emotional situations they will confront on the policing frontline.

Police Now participants continue to earn the admiration of their policing colleagues. In a recent 360-degree feedback survey⁸, 87% of participants’ line managers and colleagues reported positively on Police Now participants’ communication skills, and 93% reported positively on participants’ problem-solving skills. Independent research also shows that Police Now participants hold more favourable views towards procedural justice and serving the public relative to a comparison group of officers⁹. For example, the first cohort of Police Now participants was more likely to agree that they understood the needs of the communities they served than comparison officers were (95% vs. 79%).



COUNTERING CYBERCRIME AGAINST CHILDREN

Police Constable Francesca Wheatley, Lancashire Constabulary

The magnitude of the challenge around cybercrime against children first became apparent to me when a school in my area contacted me about an incident concerning primary school students aged 10–11. I realised that as a police service, we allocate much resource on investigating and responding to cybercrime, but we do not do enough in terms of prevention. In the face of increasing levels of cybercrime, the fastest-growing category of crime today, there is very limited prevention advice online, particularly for children.

I administered a survey through online social media platforms, asking participants how they use the Internet, what they do online and how they are protecting themselves. From the results of the survey, I realised that the community was simply not protecting itself or its children against the dangers of cybercrime. It was clear that we needed to educate the community on preventing cybercrime, beginning with schools.

Alongside my colleague, we presented in front of pupils and ran workshops on the dangers of being online and whether they know who they are talking to on the Internet. I educated the children on sexting, cyberbullying and online gaming risks. I was shocked at the number of pupils who approached me after these workshops to report the uncomfortable encounters they had had with strangers online, only now realising that these were wrong.

I have now been asked to run this workshop every academic year and have shared the presentation materials with other officers so that we can reach out to even more young people on how to protect themselves online. I would also like to extend this to parents, so we have arranged to deliver further workshops in local schools in order to educate parents on how they can protect themselves and their children online.

To hear more about Francesca’s impact, please visit www.policenowimpactlibrary.org.uk

Awards/shortlist

We are proud that our programme has been recognised as industry leading by professional experts in graduate recruitment and professional development, receiving 20 awards in the last two years. Our programme was recognised last year by the Chartered Institute of Personnel Development (CIPD), with the 2017 award for the Best Learning and Development Initiative in the Public and Third Sector. More recently, we won the 2018 Institute of Student Employers Diversity and Inclusion Award¹⁰.

"Police Now was chosen because of the tangible impact on diversity and inclusion numbers, backed up by evidence demonstrated by the number of actual hires. Police Now has clearly made an impact on applicants and hires across BAME, gender and LGBT. The judges found Police Now's statistics very impressive especially for a new programme. The process had good support gained from external groups to help deliver the strategy. The winner presented a vision of focusing on perception and long-term change which would have an impact on society, not just the organisation"

Institute of Student Employers, 2018

INSTITUTE OF STUDENT EMPLOYERS STUDENT RECRUITMENT AWARDS 2018:

- WINNER Diversity and Inclusion Award
- Graduate Assessment and Selection Strategy Award – Highly Commended



POLICE CONSTABLE ARTHUR MWANGI

2016 Police Now participant, Metropolitan Police Service

Alongside his role as a PC, dealing with deeply entrenched issues, such as drug dealing, vagrancy and civil disputes in Croydon town centre, Arthur has played an integral role in helping raise awareness of Police Now within the student community, particularly amongst those from a BAME background.

Although my family has tended to work in the public sector, I am the first to join the police. I was previously in two minds about whether to join the police or not, as my background was in science, having studied biomedical science at the University of Portsmouth. Police Now was a unique opportunity in that it compressed the national standard training course into a six-week intensive course. It was also unique because my cohort was the first national cohort, so I had the opportunity to train alongside colleagues from different forces across the country.

My overall experience in the programme has been very positive. The part of the programme I enjoy the most are the 100 Day Impact Events because you get to hear about what your colleagues are doing and share best practices. There are also numerous opportunities to network, as these events are attended by people from the extended policing family. In terms of difficulties, I initially found it challenging that the previous cohort of Croydon officers performed well, so there was a great deal of expectation on my shoulders. There was also the challenge of being a graduate entrant and having to deal with people's views of alternative non-traditional entry routes into policing. However, I found that these pressures soon subsided. In fact, my amazing team members would often go out of their way to help me in my projects and help me develop as a police officer.

During my time in the programme, I've gained key skills around emotional intelligence and empathy. In policing, you come across a lot of people who aren't having the best of times, whether it's because they've been victims of crime, suspects of crime, suffering a mental health episode or someone in need of first aid; as police, we're expected to be professional and display emotional intelligence. Another skill I've improved on which isn't an obvious policing skill is my public speaking. This is due to me having to regularly speak in front of groups, for example, during operational team briefings and presenting at the 100 Day Impact events. I've also gained some practical policing skills, including level 2 public order, rapid entry and method of entry.

Diversity in policing

Police Now continues to attract high-calibre individuals who would not have otherwise considered a career in policing. This is one of the cornerstones of our mission. With a representative and diverse workforce, police forces are more likely to improve the public's views about the legitimacy of the service¹¹ and drive improvements in the public's confidence. We actively target individuals from socially diverse backgrounds across many universities and degree disciplines.

We have the ambition of recruiting a workforce that is representative of local population demographics for each of our partner forces, including for BAME populations, and a **50/50** gender split. Our diversity strategy includes efforts to ensure that individuals with disabilities or identify as lesbian, gay, bisexual, transgender or questioning (LGBTQ) are also attracted to roles in the service.

Police Now has taken a number of innovative steps to motivate under-represented groups to join the police service and challenge negative perceptions. Because we are looking to attract those who have not previously considered a policing career, we do not use images of uniformed officers in our campaigns; instead, we emphasise the positive impact that police officers can have on society and the diverse set of professional skills required to perform the role. 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.

Once candidates from minority groups enter our recruitment process, we support them with a very personal approach. A digital mentor tool and coaching video is available to all prospective candidates, providing access to a broad range of existing Police Now participants for advice. All of Police Now's assessors receive unconscious bias training, and our recruitment process has been independently evaluated as having no adverse effects on candidates. All unsuccessful candidates receive detailed feedback in a format suitable for them. All candidates from minority groups who receive a conditional offer are connected with their force's Equalities and Inclusion Officer to ensure a smooth transition in the lead up to the programme and beyond.

Our innovative diversity and inclusion activity has contributed to a positive shift in the diversity of applicants. Of those who began the programme in 2018, **53%** identify as female, **12%** as BAME (**24%** as BAME in London) and **5%** as BAME female from a range of academic, employment and socio-economic backgrounds. **11%** of our 2018 intake identify as LGBTQ, and **46%** are the first in their family to go to university. **25%** speak at least one other language, with **20** unique languages spoken in total. As awareness of the Police Now programme grows, the number of unique universities that participants have graduated from has increased from **44** in 2015 to **77** unique institutions in 2018.

Reflecting the impact of our recruitment activity and our ongoing commitment to enhancing workforce diversity, the proportion of BAME officers recruited for our 2015 intake was double that of previous policing graduate schemes, resulting in the programme winning the 2016 MPS Commissioner's Excellence in Policing Award for Diversity. This year, we were shortlisted for the Best Diversity Strategy at the TARGETjobs National Graduate Recruitment Awards and, more recently, were proud recipients of the Institute of Student Employers Diversity and Inclusion Award.

Nevertheless, there is still a great deal of work to do to support the recruitment, retention and progression of under-represented groups, particularly those from a BAME background. The scale of the challenge facing Police Now and our partner forces must not be underestimated. A 2016 House of Commons committee report found that no police force in England and Wales has a BAME representation which matched its local demographic¹². We will continue innovating our recruitment methods and working with our partner forces to change this story and ensure that our police forces are representative of the communities they serve.

53%

IDENTIFY AS FEMALE

20

UNIQUE LANGUAGES
SPOKEN IN TOTAL

46%

ARE THE FIRST IN
THEIR FAMILY TO GO
TO UNIVERSITY

77

UNIQUE INSTITUTIONS

11%

IDENTIFY AS LGBTQ



**POLICE NOW OFFERS
A REAL OPPORTUNITY
TO TRANSFORM NOT
ONLY THE WAY WE DO
POLICING BUT ALSO
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AT ITS HEART, POLICE
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THE COMMUNITY THEY
SEEK TO SERVE. THIS
CHANGES THE DYNAMIC
FROM 'THEM AND US'
TO 'WE'**



Simon Woolley, Director, Operation Black
Vote and Police Now Board member

ACHIEVING IMPACT IN THE MOST DEPRIVED COMMUNITIES

The outstanding bravery, courage, integrity and expertise that all police officers display every day to positively impact on communities and protect citizens are sometimes overlooked. Alongside their dedicated colleagues, Police Now participants are helping create safer communities and build the public's confidence in policing, tackling entrenched problems and working proactively to improve productivity and reduce the demand unfolding from emerging crime types, including cyber-enabled crime, modern slavery and child sexual exploitation.

Indicative analysis comparing locations with a Police Now participant with a set of independently most similar communities without a Police Now participant has found statistically significant improvements in young people's confidence in the police, far exceeding the improvements in comparison communities over the same period. Recognising that these results preclude firm cause and effect statements and, indeed, the challenge of measuring impact on overall measures of crime and confidence¹³, Police Now actively encourages and supports participants to evidence their individual impact at regular intervals by using practical and problem-focused methods, such as the SARA model (Scanning, Analysis, Response and Assessment).

100 Day Impact Events

As a part of the two-year programme, Police Now participants' work is assessed over the course of five 100 Day Impact Events. Each officer submits an assignment detailing one of the most impactful things they have done to help reduce crime or increase public confidence. Officers present work on a wide range of subjects, from dealing with burglaries, youth violence and moped-enabled crime, to designing cybercrime packages for local schools. Officers are assessed on their ability to present their work in a clear and engaging way, ensuring that they use and contribute to the policing knowledge base.

Police Now's 100 Day model has enhanced opportunities for cross-force networking, targeted partnership working and best-practice sharing with visitors from communities, private sector companies, the Home Office and other partner agencies that are invited to attend. Police Now's 100 Day process adds an element of accountability that further enhances the integrity of the police service. At the same time, it ensures high levels of productivity and that success stories and innovation are actively celebrated. Some partner forces have already adopted similar formats based on Police Now's model to help build public confidence, as well as recognise and make local leaders more accountable for their success.

"Spending just over two years embedded in one community gave me the opportunity to interrogate issues fully and begin to develop a deep understanding of some very complex societal challenges. I felt that the programme gave me full ownership and responsibility to effect positive change in my community. I was also able to draw on support from the Police Now network via the 100 Day Impact Events, sharing and implementing best practice, giving my community the chance to flourish"

Eleanor Covell, 2015 Police Now participant

PREVENTING YOUTH VIOLENCE

**Police Constable Rosanna Walker,
Essex Police**

Together with my community policing team and a host of partner agencies, I have been working with Colchester Institute to educate around 3,000 secondary school pupils on the dangers of knife crime and promote safety. Our approach included an engagement event involving numerous social media and lessons taught by local knife crime charities. This was then followed by two enforcement days, where I was able to implement a working knife arch.

To access children who, for various reasons, were not in school, I engaged with youth clubs in knife crime hotspot areas in order to deliver talks on the realities of knife crime and provide support and reassurance to a wider pool of people at risk. We have seen good results following my visit to youth clubs in Colchester, with 94% having learnt something new about knife crime and how to protect themselves, and with 88% of youths feeling more confident to report knife crime. Because of the availability and quality of data, which are typically limited to the national scale and do not give a nuanced picture of knife crime at the local level, I approached the University of Essex. There, I found out about the Catalyst Project. This is a multi-million-pound fund to improve community services for vulnerable people. After a few meetings, I put together a Data Processing Contract, and now, police data on knife crime are with the University research team for analysis. Academic experts are using state-of-the-art technology to conduct geo-demographic analysis, comparing data on unemployment, deprivation and knife crime. Recommendations from the study will enable a clearer understanding of our local knife problem and provide future partnership opportunities with external agencies to ultimately help young people protect themselves from the dangers they face.

To learn more about Rosanna's impact, please visit www.policenowimpactlibrary.org.uk

"...the impact presentations were fascinating. It was very useful to hear about different types of crime across the country and how officers deal with them day to day".

Police force partner, Impact Conference 2018

The Police Now Impact Library

Police Now participants' 100 Day assignments are all recorded and collated within the Police Now Impact Library, a unique and growing collection of neighbourhood police work, problem-solving case studies and 'how to' guides that can now be accessed by police officers and staff across the country. This interactive tool, searchable by crime type, force area and officer, represents a clear example of innovation from the frontline whilst making an important contribution to the development of the police knowledge base.

To learn more about the impact of Police Now participants and access a series of how-to guides to support local problem solving, please register for the Police Now Impact Library at www.policenowimpactlibrary.org.uk/impactlibrary-register.

Registration is free and open to all those in the UK with a .police or .gov email account.



Translating evidence into practice

Police Now are committed to supporting participants as they work commendably to translate some of the ideas associated with evidence-based policing (EBP) into practice and evidence their impact more rigorously. Embedding EBP on the ground is by no means straightforward, as it can involve advanced research skills and a significant investment of time. Recognising these challenges and the need to value all forms of evidence for local problem solving, we encourage participants to adopt an evidence-informed mindset¹⁴. We have worked actively with leading scholars in this field to adapt the EBP training input for participants during the programme to ensure it has practical relevance to locally defined problems. Our approach has contributed to some success in translation, with research showing that the number of EBP principles used by participants doubled after they attended last year's EBP skills session¹⁵.

"Overall, the evidence-based policing masterclasses were great, and the engagement from many of the attendees was thoughtful and considered ... for someone who worked in the police as a researcher for 12 years and witnessed first-hand the difficulty with challenging current practice and accepting failures (even with evidence), these developments are exciting"

Dr Emma Williams, Director of the Canterbury Centre for Policing Research

DEALING WITH VULNERABILITY AND ANTI-SOCIAL BEHAVIOUR

Police Constable Jessica Denniff, Cambridgeshire Police

I worked with a vulnerable family in Cambridge North: a disabled mother and her two children, both of whom have learning difficulties, who were experiencing persistent anti-social behaviour from local youths. Their vulnerability was aggravated by the fact that the family had no means of contacting the police when an incident occurred, as they had no access to a telephone. Realising that this put the family at risk, I gathered intelligence on the family by collating the numbers and contacts of all those who worked with them to establish a picture of supportive services for the family.

After previous reports of failing to hear back from any of the agencies contacted through the 102 Adult at Risk Referral Form, I decided to contact the agencies directly. This resulted in an emergency meeting with the care team centred around one member of the family and on the replacement of broken windows in the house, free of charge. I also focused on ensuring that the family was able to contact the police in a way that was suitable and convenient for them. This included securing a phone and jackpot alarm which can be used by the family to contact the police directly.

My work has resulted in a more cohesive approach to the family's care by partner agencies and a change in the family's perceptions of the police. This formed a key part in my impact, particularly the children's perception of the police, as they initially thought that the police's role was simply to take them away from their mother.

To learn more about Jessica's impact, please visit www.policenowimpactlibrary.org.uk



Breaking the links between crime and deprivation

Police Now participants are posted as neighbourhood officers within some of the UK’s most challenged communities—those typically characterised by high levels of deprivation, crime and disorder. Posting participants in the most deprived communities is key to achieving our mission. Research shows that deprived communities are more likely to experience high rates of crime, and those living in these areas are significantly more likely to be negatively affected by fear of crime and victimisation¹⁶. Regarding vulnerability and risk, data suggest that those in the 30% most deprived communities are 7.5 times more likely to suffer abuse than those in the 30% least deprived communities¹⁷. It is in these communities that great neighbourhood policing can make the biggest impact on people’s lives.

Evaluation findings confirm that together with our partner forces, we are achieving our objective of posting Police Now participants to the most deprived communities. Whilst acknowledging that this makes the comparative analysis of crime patterns in Police Now areas versus matched areas challenging, independent evaluation found that Police Now locations have significantly higher than average crime rates, and the average vulnerability score for areas with a Police Now participant typically falls within the 20% most vulnerable¹⁸.

A more recent internal analysis of Index of Multiple Deprivation (IMD)¹⁹ data shows that Police Now participants have been deployed to half of England’s 50 most deprived neighbourhoods²⁰. Each of these areas falls within the most deprived 10% of areas on measures of crime, education and employment deprivation. We are working with our current and prospective partner forces to ensure that our deployment is data driven and that more Police Now participants are posted to the most deprived areas.



Strengthening partnerships with our partner forces

Mirroring the consistent growth in our application numbers, the number of individual partner forces joining the programme has risen year on year. This reflects the significant positive contribution that Police Now participants are making, alongside their police officer and police staff colleagues, to the communities that need us most. Over the past five years, Police Now has established partnerships with 28 forces across England and Wales, with an additional three forces coming onboard for 2019.

2015	1 FORCE	1,243 APPLICATIONS	69 OFFICERS
2016	7 FORCES	2,424 APPLICATIONS	112 OFFICERS
2017	20 FORCES	5,009 APPLICATIONS	229 OFFICERS
2018	25 FORCES	5,313 APPLICATIONS	233 OFFICERS

“Avon and Somerset Constabulary have been delighted to work with Police Now, as we share a commitment to neighbourhood policing and innovative ways to take our service forward. Police Now officers provide a great contribution to our neighbourhood teams, sharing the high-quality learning they have received through the programme.”

Louise Hutchinson MCIPD, Head of Organisational Development, Avon and Somerset Constabulary

Police Now’s partner forces

- Avon & Somerset Constabulary
- Bedfordshire Police
- Cambridgeshire Constabulary
- Cheshire Police
- Derbyshire Constabulary
- Devon & Cornwall Police
- Dorset Police
- Essex Police
- Greater Manchester Police
- Hampshire Police
- Hertfordshire Constabulary
- Humberside Police
- Kent Police
- Lancashire Police
- Merseyside Police
- Metropolitan Police Service
- 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



BRINGING INNOVATION INTO POLICING

Spring Induction

Each year, Police Now welcomes and congratulates successful applicants to the programme at our Spring Induction event. This event serves to equip candidates with the knowledge they need to prepare for the Police Now Summer Academy, as well as provides them with the opportunity to hear from current and former participants, police colleagues and their close family and friends and to learn more about the two-year programme itself. It is here, three months before the Summer Academy, that Police Now launches its bespoke pre-learn course covering key legislative and procedural knowledge that participants need to hit the ground running. Designed on a cutting-edge learning management system, the course blends different learning media and allows participants to ask clarifying questions from current police officers in order to ensure that learning can be applied effectively to frontline challenges.

The Police Now Summer Academy

The Summer Academy is the flagship component of Police Now's National Graduate Leadership Programme. The six-week high-intensity Summer Academy blends procedural and operational training, field training and classroom-based education, as well as daily opportunities for reflective practice.

Throughout the Summer Academy, officers complete a series of assessments, including traditional knowledge checks, practical assessments, role plays, group presentations and on-the-street competency tests. Early field training exposure is crucial to officers' development, providing opportunities to apply problem-focused classroom learning on the policing frontline. Following the Academy, participants continue their

development in their own force, undertaking a field-based immersion period. During this time, they learn about local policies and procedures and spend time one-to-one with a local mentor to build their policing and neighbourhood skills and achieve independent patrol status.

From 2019, the Police Now programme will be underpinned by the new Policing Education Qualifications Framework (PEQF) Degree Holder Entry Programme (DHEP) curriculum and programme specification. For the first time, Police Now participants will receive a formal degree-level qualification in recognition of completing the programme and achieving full operational competence in their force.

Police Now is currently in the advanced stages of making the transition from the Initial Police Learning and Development Programme (IPLDP) curriculum to the PEQF framework, including the identification of a partner university to co-deliver and accredit the course and award the Graduate Diploma in Professional Policing Practice. This process has been made substantially more straightforward because many elements of the Police Now programme are already closely aligned with PEQF requirements, and many of the programme's original innovations have been adopted by the College of Policing into the new PEQF curricula.

“

MIND BLOWING ...THEY [PARTICIPANTS] ONLY HAVE FOUR WEEKS OF SERVICE, AND THE THINGS THEY KNEW, THE THOUGHT PROCESSES THEY WENT THROUGH, WERE AWESOME. I MUST SAY, CHRIS AND NATHANIEL [2016 POLICE NOW PARTICIPANTS LEADING THE LESSON] WERE AMAZING. TO HAVE DELIVERED THOSE SESSIONS SO KNOWLEDGEABLY AND CONFIDENTLY IS ALMOST BEYOND WORDS. I CAN'T WAIT FOR THE TWO OFFICERS WHO ARE COMING TO MY STATION TO ARRIVE ”

Police Sergeant, 2018 Summer Academy visitor

A high-intensity learning environment

The Summer Academy is fast paced, intense and intentionally challenging. It covers more learning objectives than typical mainstream police recruitment training, as well as essential core components, including Personal Safety Training (PST) and Emergency Life Support (ELS). Its pace and intensity seek to reflect the environment in which Police Now participants will work, priming them to operate effectively and make good decisions in times of stress, exhaustion and uncertainty whilst also valuing and preserving the fresh perspectives this very different group of people bring to policing. Based on a carefully constructed model of high-intensity learning, the Summer Academy primes officers to operate effectively and make good decisions at times of stress, exhaustion and uncertainty.

Research shows that high-intensity learning experiences can elevate levels of motivation, performance and curriculum engagement whilst also increasing opportunities for active reflection to ensure that learning is more readily applied to frontline practice²¹. Likewise, experience from across the graduate recruitment sector indicates that modern graduates have very high expectations for their learning experience. Graduates entering the police service expect to undergo training and professional development that is equal to what they would receive from any other top-flight employer or graduate programme. Delivering training that is fast paced, dynamic and blends multiple formats, including opportunities for peer-to-peer and peer-to-teacher reflection, is essential if police forces are to manage high expectations and attract the very best individuals to pursue a career in policing.

Police Now seeks to recruit individuals with a genuine and deeply held desire to make a positive difference to the world around them, people who want to get to the frontline and begin delivering a positive impact swiftly. By condensing and intensifying initial training and ensuring that learning is properly supported with field training and during the force immersion period, Police Now enables participants to do just this. Deploying officers to the street more quickly than traditional recruit courses do also contributes to solving some of the resource and demand challenges faced by Police

Now's partner forces. Subject to variations adopted by each partner force, Police Now participants can achieve Independent Patrol Status (IPS) in six weeks and be deployed to their neighbourhood just eight weeks after commencing training, where they will continue to learn and develop as they get to grips with their core policing role. This duration compares favourably with the timescales of 13-23 weeks typically offered by traditional police officer foundation training programmes.

"I am a total convert to the Police Now method of training"

Police Sergeant, 2018 Summer Academy visitor

Role modelling and reflexivity

Throughout the Summer Academy, we aim to provide the very best examples of leadership role modelling and embed reflexivity as a core theme. We reinforce and encourage high expectations of professional behaviour and openly recognise and reflect on both strong and weak performance. Feedback is instilled as a discipline to ensure that officers listen to one another, learn from mistakes and strive for continuous improvement and professional development.

It follows that as an organisation, we pride ourselves on our openness to feedback and commitment to continuous improvement and learning through evaluation.

"I like the way that the team at Police Now listen to the feedback from the attendees and change events based on that feedback"

Dr Emma Williams, Director of the Canterbury Centre for Policing Research

REDUCING DOMESTIC ABUSE AND REPEAT CALLS FOR SERVICE

Police Constable Robert Brough, West Midlands Police

I was given the opportunity to work on a domestic abuse taskforce in order to help reduce harm to victims, increase police engagement and partnership working with support agencies and improve organisational efficiency in responding to repeat calls for service.

I found that couples and families who are at risk for domestic abuse were simply not receiving enough police engagement or multiagency support. This resulted in a significant risk to potential victims, as well as drove up police demand for call handlers and officers.

Drawing on best practice evidence from Project 360 between Leicestershire Police and the University of Leicester, I worked in collaboration with Birmingham Changing Futures Together and the Birmingham City Council Housing and Social Care units to create a bespoke response service which reduced domestic abuse demand for first responders. I then utilised a randomised control trial design to evaluate the impact of this project over a month's period, measuring the percentage of crimes that became a repeat crime or had another log attributed to the same address. The results showed a significant reduction in repeat calls for service in the trial group compared with the control group. Aside from helping reduce demand in my force, I hope that the insights gained from this work can be used to improve the quality and efficiency of service that those vulnerable to domestic abuse receive, given the enduring physical, mental and emotional effects this type of crime has on victims.

To find out more about Robert's impact, please visit www.policenowimpactlibrary.org.uk

PREVENTING CYBERBULLYING, SEXTING AND CHILD EXPLOITATION

Police Constable Olivia Dixon, Hertfordshire Constabulary

In April this year, I handled an incident in which a 13-year-old girl tragically committed suicide. Upon investigation, it was discovered that she had been repeatedly bullied in school and had previously been linked to an incident regarding sexting. After completing some research on the number of cybercrimes with a sexual or indecent nature, I found that since January 2018, 23% of local malicious communications crimes involved someone under 18 and that 50% of crimes involving indecent images of children involved an offender who was also a child. In my analysis of previous incidents, it was clear that most offenders were not aware that they were committing a crime when sending these images and did not realise the impact this behaviour could have on their victims.

These statistics, along with the tragic incident that occurred, highlighted to me the importance of addressing this issue and preventing another tragic loss of life. The lack of education in schools regarding malicious communication, cyberbullying and sexting was a clear issue that needed to be solved. I therefore designed a workshop to educate young people about the law and the consequences of breaking it, which was delivered to 165 year 8 students at the school that the 13-year-old girl attended. I also created an anonymous questionnaire for the students to add depth to qualitative data; this was given to them before and after the workshop to assess their learning.

The results of the questionnaire showed that 57% of the students thought that sexting was legal for 16- to 18-year-olds before the workshop, compared with 0% after the workshop. Additionally, only 22% of the students answered the crime scenario questions correctly before the workshop compared with 86% after. Throughout this work, I liaised with internal and external agencies to aid in the provision of resources and knowledge for creating an impactful response. It is clear that this preventative education has improved student understanding of the consequences of their behaviour online. I am currently in the process of booking in sessions with other schools, hopefully with the target of visiting 9 schools and engaging with over 1,000 young people by the end of the school year. Once these workshops have been fully rolled out, I will analyse new incidents to measure the effectiveness of the sessions on changing pupil understanding of online crimes and their consequences.

To learn more about Olivia's impact, please visit www.policenowimpactlibrary.org.uk

Basing on feedback from participant and partner forces on the 2017 Summer Academy, we significantly enhanced our digital pre-learn platform in 2018, adopted a problem-based learning approach throughout the Academy, improved the rigour of examinations, enhanced our safeguarding policies and worked closely with a broad range of partner forces to deliver structured field training. This led to a significant positive upturn in participant and Syndicate Lead experience. Analysis shows that three out of four of our participants were highly satisfied with their experience of the training provided, which is considerably higher than that in previous police graduate schemes²².

"I loved the academy. It was so refreshing to see a different learning style to "regular" intakes, which pushed the candidates mentally to achieve things they didn't think they could"

Police Sergeant James Lacey, Hertfordshire Constabulary and 2018 Syndicate Lead

Consistent with our values and commitment to continuous improvement, we have collated and analysed all feedback from the 2018 Academy and subsequently identified areas where further improvements are needed for 2019. Work is already underway to improve the consistency of field training delivery, as well as the communications that participants receive around assessments and timetabling.

Police Now's Syndicate Leads

Police Now seconds excellent operational sergeants into short-term training delivery roles as Syndicate Leads at the Summer Academy. Syndicate Leads support, mentor and develop a small group (or a 'Syndicate') of between eight and ten participants during the Academy.

This innovative training structure allows the formation of collegial peer-to-peer relationships and helps create a reflective and concentrated learning environment. Each Syndicate Lead takes responsibility for delivering some core elements of the training curriculum. Aside from keeping content operationally relevant, Syndicate Leads act as role models for new recruits, minimising the disconnect between initial training and the realities of police work.

It is vital that police officers across the country are given the training and development they require to meet the demands of modern policing. Whilst recognising that abstracting high-performing officers from the frontline is a challenging decision in the short term, Police Now's Syndicate Lead experience suggests that even an intensive short training and professional development course can have a significant impact on officer performance. **To date, 97% of participants noted the positive impact their Syndicate Lead has had on their development as a police officer²³.**

97%

OF PARTICIPANTS NOTED THE POSITIVE IMPACT THEIR SYNDICATE LEAD HAS HAD ON THEIR DEVELOPMENT AS A POLICE OFFICER

The benefit of investing in professional development applies not only to the officers being trained but also to the trainers themselves. Police forces could also consider Police Now's learnings and the extent to which it is possible to use credible frontline officers to deliver training, particularly at the sergeant rank. The professional development of officers at this rank is crucial given the potential they have to lead and role model positive behaviours, as well as instil confidence in Police Now participants and other officers.

THE TWO-YEAR PROGRAMME TIMELINE

The **Summer Academy** is an intensive six-week training programme designed and delivered by visiting fellows and outstanding frontline police officers. Training is delivered through a mixture of classroom-based and practical activities, including field training in which participants gain real experience on the streets of a busy neighbourhood.



SUMMER ACADEMY

Once participants graduate from the Summer Academy, they begin a **28-day in-force immersion** period. During this time, participants are partnered with a PC who mentors them on a one-to-one basis, providing support and guidance and sharing their operational knowledge.



28 DAY IMMERSION

Participants are assigned a Leadership Development Officer (LDO) when they join the programme. Participants receive five **Personal Development Plan** sessions over the course of the two-year programme to support their development as a police officer and maximise impact in the community.



PDP'S

Participants attend five **100 Day Impact Events** over the course of their two-year programme, during which they are held to account on the impact they have made in their communities. This provides a unique opportunity for knowledge sharing. Participants' work is formally assessed by Police Now.



100 DAY
IMPACT EVENTS

Participants undertake five innovative and dynamic **skills sessions** over the course of the programme, developing their leadership and policing skills. These cover topics such as communication, digital policing and evidence-based problem solving.



SKILLS SESSIONS

Throughout the programme, participants receive regular feedback from their LDO, line manager and colleagues to support their development. This culminates in a **360-degree feedback** process at the start of the second year of the programme.



360-DEGREE
FEEDBACK

During the second year of the programme, participants have the opportunity to spend up to four weeks on an **external secondment or internal attachment** within their force. External secondments are an excellent way for participants to experience professional life beyond the service, as well as build knowledge about policing in the wider society.



SECONDMENTS
AND ATTACHMENTS

Upon successful completion of the programme, participants attend a **graduation ceremony** in July of the second year. We were honoured that Chief Constable Sara Thornton CBE QPM presented certificates at the graduation of our 2016 cohort.



GRADUATION

Skills sessions

Police Now have carefully designed five sessions to develop and hone participants' leadership and problem-solving skills, alongside continued in-force operational policing training. These sessions underpin the Police Now core curriculum, focusing on developing participants' ability to communicate, take action, analyse, reflect and give and receive feedback.

The skills sessions are delivered by Police Now and other experts in their field. Previous sessions have included communicating with impact by Kin&Co, digital skills by Blue Lights Digital, a series of professional mind management inputs from Professor Steve Peters (author of 'The Chimp Paradox') and an Evidence-Based Policing (EBP) and problem-solving masterclass delivered by leading academics and practitioners.

Police Now have recently partnered with Facebook and other technology firms to deliver a digital summit, where we bring together the best minds in digital communications to better equip our participants and their colleagues in engaging with communities.

"Communication is something that we all believe we have a good grasp of, but when it gets down to it, it is so much more than just speaking"

2017 Police Now participant

"Great experience. Although it is an intensive course, I found it extremely positive. I have learnt a great deal about myself and learnt how to manage others effectively"

2018 Police Now participant

"You aren't off the hook when you leave to go to the force; the LDOs keep pushing you. Wherever you want to go in policing, they are in your corner"

Tom Surr, 2015 Police Now participant

LEADERSHIP DEVELOPMENT OFFICERS

Leadership Development Officers (LDOs) provide invaluable support to participants helping them develop their skills through personal development plans and effective coaching for the duration of the two-year programme.

IN CONVERSATION WITH A LEADERSHIP DEVELOPMENT OFFICER

LDO Graeme Ardley: Policing has been my life, having joined the police in 1985 as a cadet and retiring in 2016 as a Sergeant. I joined Police Now as an LDO in 2017, a role that has been incredibly fulfilling. Being able to share my experiences with new recruits, develop their skills and push them to be the best they can be are immensely rewarding.

When I think back to my time as a police officer, I have no doubt I could have achieved more with the support and coaching Police Now provides. Being pushed, held to account, having a safe space to talk through mistakes and find the learning from them, and having someone with expertise encourage me to believe I could make a difference would have benefited me hugely.

Continuous improvement through openness to feedback, reflection and, most importantly, a willingness to try new things are so important during challenging times and can be driven from the frontline of policing.

PC Olivia Roden: Graeme has been a real support to me throughout my time in the Police Now programme. Graeme clearly understands the sometimes frustrating world of policing and is an expert at navigating the politics of it.

Graeme is a good listener and continuous learner, and he always has time for me. He is always on hand when I need to talk through issues through with him, and gives sound advice based on his experience and knowledge of the evidence base. He strikes the right balance between highlighting strengths and challenging me to address my weaknesses.

Graeme has been a key part of why my Police Now experience has been so positive. I feel so fortunate to have benefited from his mentoring and coaching skills.

BUILDING OUR MOVEMENT

External secondments

During their second year in the programme, participants can spend up to four weeks on an external secondment with one of Police Now's partner organisations.

External secondments are application based and highly competitive. They are a unique element of the Police Now programme, providing an opportunity for participants to gain industry experience whilst furthering their own professional development. There are also clear benefits for wider policing: by sharing their perspectives on, insights into and experiences in frontline policing, Police Now participants are helping to boost the understanding of the challenges facing operational policing, influencing police policy making within government and generating recognition for the work of frontline officers across other key sectors.

As an alternative to external secondments, some participants choose to complete internal attachments within specialist departments in their force, including counter terrorism, sexual offences and serious and organised crime. This provides neighbourhood officers with exposure to other areas of policing and opportunities to develop new professional skills and explore potential future career paths.

"PA Consulting is proud to support Police Now. We have a long history of working with the police and across the justice system to help the organisation meet new challenges and innovate. Police Now is an exciting concept, and we are delighted to be supporting it as it continues to grow and succeed"

Neil Amos, Head of Policing and Justice
at PA Consulting



EXTERNAL SECONDMENT: HOME OFFICE

Police Constable Tamsin Ireland, 2016 Police Now participant

I spent four weeks working in the Police Workforce and Professionalism Unit within the Home Office, and I feel so lucky that I got to do this. This experience was useful both in terms of exposure to different ways of working and in terms of the learning, contacts and broader perspective that I could take back and use in my neighbourhood policing role.

Seeing what it was like where policies are developed—policies that have a massive impact on frontline work—was such a useful insight. I worked on a variety of projects in some key areas of policing policy, such as diversity and wellbeing. I wrote a submission to the Home Secretary asking about race disparity in policing, prepared a briefing for the Policing Minister in an award ceremony for special constables, attended meetings in the Cabinet Office about issues such as how to improve wellbeing provision, and drafted letters to chief constables about a new project to gather the views of frontline officers.

Although I loved the work there, and it was a nice change for four weeks, the secondment didn't make me want to leave policing; it was partly the fact that I was a frontline officer in this policy environment that made this secondment so worthwhile, and if anything, it's made me feel even more motivated in my police work.

To learn more about Tamsin's work, please visit
www.policenowimpactlibrary.org.uk

ALUMNI CASE STUDY:

Antonia Moran, 2015 Police Now participant


I was completing my PhD and working in academia as a researcher and teaching assistant at Newcastle University when I saw the opportunity to join the Police Now programme, bringing new skills and people from different backgrounds into policing. For two years, I worked as a uniformed police officer in a challenging community in Tottenham, which gave me the opportunity to use my practical skills and really make a difference in the neighbourhood. After serving in the Metropolitan Police Service for two years, I left the police to join the world of teaching. I am now using my policing knowledge and experience to deliver law modules in BTEC Business Studies and to encourage students to pursue their dream career.

I was recently given the opportunity to present to the Home Affairs Select Committee on their inquiry into the future of policing. The committee was interested in the culture and skillset within the police service, as well as with resource management, communication and the retention of skilled officers.

Reflecting on my time on the Police Now programme as a Dedicated Ward Officer for Tottenham, I was able to offer a first-hand experience of working for the police service and the key challenges in policing which need addressing. It was a great honour to be invited to take part in the enquiry at Portcullis House and I hope that I've helped to shape the future of policing with my input.

To hear more about Antonia's story, please visit www.policenowimpactlibrary.org.uk

25%



OF THOSE THAT REMAINED IN
POLICING ARE TRAINING TO BE
DETECTIVES

80%



HAVE REMAINED IN POLICING, WITH
MANY PURSUING PROMOTION
OPPORTUNITIES

Alumni

Upon graduation from the two-year Police Now programme, our participants can choose to continue working within policing or pursue a career elsewhere. Whichever path they choose, they remain a part of Police Now's alumni network, charged with championing our mission and making a positive impact on the policing frontline and across wider society.

Of those to graduate from the Police Now programme to date²⁴, 80% have remained in policing, with many pursuing the Fast Track Programme and promotion opportunities. The remaining 20% have moved into other roles within education, government (including The Home Office and The Foreign and Commonwealth Office), and finance and professional services. Of those who remained in policing, a quarter have become or are training to be detectives, one in four have moved into response teams and one in four into other specialist roles (including counter terrorism and homicide investigation), with the remaining quarter continuing in neighbourhood or community safety teams.

Challenging the notion that policing has to be a job for life and promoting flexible career routes within and across the sector are crucial to attract high-calibre individuals who would not otherwise consider a policing career. This is also key to building our movement for system change, improving awareness of policing and influencing policy making in other sectors. We anticipate that some who complete our programme and decide to leave policing at the end of the two-year programme may return later in their careers, with a diverse set of skills and experience that will help improve policing for the benefit of communities. Our ambition is that one day, Police Now participants will land senior leadership roles within forces and government, as well as other sectors, to enhance opportunities for a positive impact.

Systemic change



Police Now is proud to be a part of the Transform Alliance,²⁵ a collaboration of five charities committed to improving society through collective action. The Transform Alliance brings Police Now together with Teach First (primary and secondary school teachers), Frontline (child social workers), Unlocked Graduates (prison officers) and Think Ahead (adult mental health social workers). Working alongside participants on the frontline of other programmes encourages a holistic problem-solving approach to drive systemic social change.

This year, we have worked with our Transform partners to tackle the problem of children going missing from care. The Transform Alliance brought together a group including Police Now participants, Frontline participants, Teach First alumni, Ofsted, the Department for Education, the Home Office, the Behavioural Insights Team, the charity Missing People and the Metropolitan Police Service to consider the issue. The group, led by Police Now, produced four recommendations which it presented to the Home Office Strategy team. The recommendations, now being taken forward to implementation, focused on developing a better understanding of the policing and risk space in the care home sector and forging closer links with care providers to reduce demand and increase safety for participants.

Police Now participants spoke of their experience on the programme alongside representatives from the Transform Alliance at the Unlocked Summer Academy with a focus on how frontline public services could work better together. Police Now participants also presented alongside the Transform Alliance at the Civil Service Fast Stream Base Camp, drawing on their frontline experience to help policy leaders design better policies to drive improvements in communities.



Police Now brought together businesses and charities, including Facebook, Next, Westfield, Calm, London First, The Prince's Trust, the National Literacy Trust, British Transport Police, Vice, UNILAD, Mulberry Schools Trust and the Confederation of British Industry, to launch TAKE:90. The campaign, spearheaded by Police Now Co-founder Tor Garnett, aimed to help reduce acts of impulsive aggression and violence caused by anger in everyday situations, for example, during evenings out, in the workplace, on the commute or online²⁶.

During the launch alone, TAKE:90 reached over 5 million people. Since the launch, Wayout TV, which runs an in-cell learning channel for prisoners, has agreed to use TAKE:90 content as a part of its programming, and Great Western Railway has trained 3,000 members of its staff on the initiative. MOBO award-winning rap artist Guvna B is the latest of several influencers to back the impactful campaign.

Media

Helping to build our movement and reflecting the growing awareness of our programme, Police Now has achieved significant media success in 2018 at both the regional and national levels, receiving over 200 media mentions across a wide range of traditional and digital platforms. Notable successes include print articles in The Times and Evening Standard, as well as features on the BBC, Sky News and Channel 4.



TACKLING MODERN SLAVERY AND HUMAN TRAFFICKING

Metropolitan Police

Modern slavery and human trafficking are prevalent issues within society, but they remain hidden, hard to detect and difficult to prosecute. Alongside their colleagues, Police Now participants are working hard to change this story. This includes engaging with sex workers to improve the understanding of their needs, implement safeguarding measures and removing those vulnerable to victimisation from dangerous circumstances.

Drawing on their experiences as ward officers in Westminster, Trainee Detective Constables Gabi Kennedy-Hill and Isabella Grotto led Operation Moontwist, designed to address the deficit in police engagement with street workers, bridge gaps in intelligence and encourage more effective multi-agency working. Gabi and Isabella coordinated with a local charity, National Ugly Mugs, SCO7 (Organised Crime) and SCO17 (Sexual Offences, Exploitation and Child Abuse) to design a training package for officers, ensuring that it was relevant to street workers, focused on modern slavery and human trafficking issues and ultimately improved the police understanding of sex workers. This initiative empowered neighbourhood officers to build better relations with sex workers in Westminster and increased intelligence flows. Gabi and Isabella's work resulted in 31 intelligence reports and the establishment of a streamlined process for officer advice and support on visit planning, assessment and safeguarding measures.

Multi-agency working also had a key part to play in PC Kristina Kazerani's work in Lewisham. PC Kazerani worked on Operation AKEMI, an initiative aimed at increasing safeguarding visits to brothels and is conducted with representatives from external agencies, such as National Ugly Mugs, the Salvation Army, Spires Street Link, the Home Office, Immigration and SCO7. In one visit conducted to a prolific brothel in Lewisham, a female was found in a locked room with evidence of having been trafficked into the country and subjected to physical and sexual exploitation. PC Kazerani liaised with partner agencies to transport the victim to a safe house that provided the necessary foundation for her to regain control of her life, culminating in a positive Conclusive Grounds decision from the National Referral Mechanism.

To hear more about the work Police Now participants are doing to tackle modern slavery and human trafficking, please visit www.policenowimpactlibrary.org.uk

THE COMING YEARS

Police Now has made an early and significant contribution to policing, changing graduate perceptions of policing and helping to transform some of the UK's most deprived communities. But these are early days, and we have more exciting developments lined up for the coming years.

Detective resilience

Police Now is developing a national external entry detective programme in response to demand from policing and a well-publicised national shortage of investigators. Using our graduate recruitment brand and high-intensity leadership development model, we aim to train a new group of bright and diverse individuals to be outstanding detectives and contribute to the excellent work being done by existing detectives across the country.

Diversity

We will continue to work collaboratively with our partner forces in order to further improve the diversity and development of the policing workforce. Police Now have recently commissioned research to investigate how existing pre-employment checks and onboarding processes (e.g. medical, fitness and vetting) within and across police forces impact on candidates from non-White backgrounds. We will be sharing these findings with our 2019 partner forces to help overcome the potential barriers and identify best practice techniques in order to increase the rate of recruitment of officers from diverse backgrounds.

Extending our reach to the most deprived communities

It is in neighbourhood roles that Police Now participants can have the biggest possible positive impact on whole communities. In the coming year, Police Now will welcome three new partner forces (Derbyshire, Kent and South Wales) to take our number of partner and alumni forces to 28. Police Now's 100 Day Events now take place in communities across the country. In 2019, for the first time, we will work with the Greater Manchester Police to deliver a second Summer Academy in Manchester. This has only been made possible with the generous support of the Garfield Weston Foundation.



Garfield Weston
FOUNDATION

Policing Education Qualifications Framework (PEQF)

As a part of the PEQF Degree Holder Entry Programme (DHEP), from 2019, Police Now's programme will use the College of Policing DHEP curriculum. Police Now will partner with a higher education institution to deliver a level 6 qualification, recognising that the programme and police work offer graduate-level skills development.

Professional development at sergeant rank

Police Now believes that sergeants are uniquely positioned between strategic and operational decision making to impact the most vulnerable communities. Sergeants have heightened potential to instil confidence, lead and role model positive behaviours to junior officers. Professional development at this rank will be crucial to the future development of policing. The Summer Academy already provides a transformation and leadership experience for those sergeants who attend as Syndicate Leads. In the coming year, we will actively pursue opportunities to expand our development offering to sergeants, particularly those who line manage existing participants.

An engine of ideas for policing

Police Now will continue to generate ideas to support policing, working with partner forces to operationalise innovations for the benefit of policing and communities. We will work with the Home Office, the College of Policing, the Police Federation, the Police Superintendents' Association, the National Police Chiefs' Council and the Association of Police and Crime Commissioners to share learning from our innovative recruitment processes and our high-intensity training model and approach for developing officers' leadership and communication and problem-solving skills in order to maximise their impact.

Partnership working

In the coming year, we will further strengthen our work with Transform Alliance partners and partner forces, with a focus on harnessing young people's passion for social action, increasing graduate interest in frontline public sector roles and delivering collective impact in the most challenged areas.

ACKNOWLEDGEMENTS

We would like to take this opportunity to say a huge thank you to all our participants, their colleagues and their broader support networks for their continued support of Police Now. We hope that we have accurately conveyed the impact you are already achieving and the difference you are making to the most vulnerable communities.

We would also like to thank our force partners for their continued dedication, support and belief in our mission—without you, we could not continue to operate. The ongoing support of the Home Office, the College of Policing, the National Police Chiefs' Council, the Association of Police and Crime Commissioners, the Police Federation of England and Wales and the Police

Superintendents' Association has also been crucial to the development of our programme.

We are extremely grateful to our HQ staff who work day in and out to maximise the impact our participants are having on the frontline. Similarly, we are thankful to our Board and Board Committee members, who balance their other significant commitments with their expertise and energy to voluntarily help drive the charity and its mission forward. Finally, thank you, in particular, to Canary Wharf Group, DLA Piper, Garfield Weston Foundation, PA Consulting, Premier League, Red Snapper Group and Tesco for their generosity and support.

Endnotes

¹ The Graduate Market in 2017. High Fliers Research.

² The UK Graduate Careers Survey 2015. High Fliers Research Ltd: London.

³ Measured via an online survey on the first day of the 2018 Police Now Summer Academy (n=226) – 'Were you planning to join the police before hearing about Police Now?' (% no)

⁴ This is voted for by final-year students at 30 universities. For more information, please see <https://www.top100graduateemployers.com/>.

⁵ This is the result of research involving 73,517 undergraduates across 126 universities. For more information, please see <https://targetjobs.co.uk/uk300>.

⁶ College of Policing (2015). Estimating Demand on the Police Service.

⁷ Mayor's Office for Policing and Crime (MOPAC) (2018). Developing an Evidence-based Police Degree Holder Entry Programme: Final Report. Home Office Police Innovation Fund 2016–2018.

⁸ Each year, Police Now requests 360-degree feedback from participants' line managers and direct colleagues. This provides participants with a broader understanding of their strengths and weaknesses, supporting them to learn and improve. The aggregated results presented here reflect the combined sample of 123 respondents.

⁹ London Mayor's Office for Policing and Crime (2017). Police Now Cohort 1: Final Evaluation Report. MOPAC. London.

¹⁰ For more information, please see the Institute of Student Employers' website: <https://ise.org.uk/>.

¹¹ Marenin, O. (2004). Police Training for Democracy. *Police Practice and Research*, 5(2), 107–123.

¹² House of Commons Home Affairs Committee (2017). Police Diversity. Available online: <https://publications.parliament.uk/pa/cm201617/cmselect/cmhaft/27/27.pdf>

¹³ Police Now and partner forces post participants to the most deprived communities typically characterised by the highest crime rates. Police Now communities have been described as unusual outliers, in this regard. See, for example, Hales, G. (2018). Reflecting on the MOPAC Evaluation of Police Now's first cohort: Police Foundation.

¹⁴ Brown, J., McDowell, A., Gamblin, D. and Fenn, L. (2018). An Evaluation Framework for Assessing Graduate Trainee Police Officers' Transmission and Translation of Evidence-based Policing. *Policing: A Journal of Policy and Practice*.

¹⁵ Ibid.

¹⁶ Stockdale, J.E., Whitehead, C.M.E and Rennie, R. (2002). Policing and Deprivation: A Review of the Evidence. London School of Economics.

¹⁷ London Mayor's Office for Policing and Crime and National Health Service (2016). Sexual Violence Against Children and Adults in London.

¹⁸ London Mayor's Office for Policing and Crime (2017). Police Now Cohort 1: Final Evaluation Report. MOPAC. London.

¹⁹ Data from IMD 2015. The IMD combines measures across seven distinct aspects of deprivation.

²⁰ Known as lower super output areas (LSOAs)

²¹ The Smarty Train (2017). The Police Now Summer Academy: Research Paper on High Intensity Learning.

²² Measured via an online survey on the final day of the 2018 Police Now Summer Academy (N=207) – 'Overall, how satisfied are you with the quality of training received throughout the Summer Academy?' (% Satisfied)

²³ Measured via an online survey on the last day of the 2018 Police Now Summer Academy (n=207) – 'Overall, what impact has your Syndicate Lead had on your development as a police officer to date?' (% Positive)

²⁴ Combined average of those who graduated from the 2015–2017 and 2016–2018 Police Now programme

²⁵ To learn more about the Transform Alliance, please see https://www.policenow.org.uk/transform_alliance/.

²⁶ To learn more about Take90, please see @take90seconds or <http://www.take90.co.uk/>.

“WELL DONE,
POLICE NOW;
WELL DONE,
EVERYBODY
WHO IS ON THE
PROGRAMME;
AND WELL DONE
TO ALL OF YOU
WHO HAVE
SUPPORTED THE
PROGRAMME
OVER THE LAST
FEW YEARS”

Cressida Dick QPM CBE,
Commissioner of the
Metropolitan Police



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