



POLICE:NOW
INFLUENCE FOR GENERATIONS

**IMPACT AND
INSIGHTS REPORT**

OUR MISSION

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

We believe that neighbourhood police officers and detectives, given the highest levels of support and freedom, can contribute to changing lives. While equipping participants with core policing skills, our two-year programmes help to develop leadership, communication and problem-solving skills that will serve police officers, and the wider community, for a lifetime.

OUR STORY SO FAR

With the support of many in policing, a small number of Police Constables, Sergeants, and Inspectors created Police Now - many of whom continue to be involved in the programmes today.

Those who originally founded Police Now believed that the area in which you live should not increase the likelihood of you fearing, being a victim of, or becoming involved in, crime. Unfortunately, all of this holds true. The proximity of policing to entrenched social issues means that police officers have opportunities to work with communities and other agencies to address those issues, as well as responding to their consequences.

The first cohort of 69 individuals on Police Now's Leadership Development Programme started in the Metropolitan Police Service (MPS) in July 2015. In 2016, policing created Police Now as an independent social enterprise. That means, today, we're an organisation that aims to bring about improvements in society rather than profits for our organisation.

The development of Police Now's current National Graduate Leadership Programme has been made possible with the continued support of policing and the Home Office. We have established partnerships with 30 of the 43 police forces in England and Wales and most recently recruited over 300 participants into our fifth cohort. Police Now also launched a National Detective Programme with eight forces in 2019.

OUR IMPACT AND INSIGHTS

Police Now gathers and analyses data covering attraction, recruitment, diversity and inclusion, participant and line manager experience, officer attitudes, programme performance, retention and progression.

Despite the challenges of doing so, Police Now also analyses data on crime, Anti-Social Behaviour (ASB) and public confidence in the police in the communities where Police Now participants are posted. This is to help drive improvements in our programmes and better understand the impact Police Now participants are making.

This report shares some of the insights available from our work over the last five years, as well as impact case studies from Police Now participants, alumni, force colleagues and the communities they serve.



Given the highest levels of support and freedom, neighbourhood police officers and detectives can contribute to changing lives.

Partnerships with

30

of the 43 police forces in England and Wales

We have recruited over

1,000

police officers to date, across England and Wales

PARTICIPANT AND ALUMNI INTRODUCTION



Police Constable Maggie Ashton

Northumbria Police | Police Now 2018 Cohort

After studying Law and Criminology at University, I always knew I wanted to pursue a career which involved helping people. I decided on a career in teaching, but after seven years I just felt there was something missing. From having friends in the service, I knew that policing would provide an exciting, varied career where I could really make a difference. I considered applying via the traditional route, but then I came across Police Now and was incredibly excited by what was on offer.

Police Now places newly trained officers straight into frontline policing with responsibility for community transformation. In addition to this, there is a real focus on developing leadership skills in a fast-paced learning environment, as well as additional support, coaching and mentoring for participants. My time on the National Graduate Leadership Programme has been incredibly challenging, but that is what has made it so rewarding. From day one, I have been individually responsible for addressing local problems faced by the community and working with different agencies to influence change. I love the responsibility this brings, and over time I have developed relationships with many of the people living in my area.

After just over a year with Police Now in Northumbria, people in my community recognise me, they come to me for help and pass me information because they know I am working to make the area safer.

One of the things I love about my neighbourhood role is how varied it is. I have also had the freedom to work on some long-term projects, including addressing motorbike-related disorder in the town where I work. I have engaged the public in providing information and evidence, resulting in successful prosecutions, and I have also acquired a DNA tagging spray, funded by the council, to help identify further perpetrators. Additionally, I have worked with vulnerable groups of teenagers to safeguard them against sexual exploitation and led operations to disrupt key criminals and prevent crime on my patch. It sounds like a cliché, but no two days really are the same!

I can't think of a job where you get so much responsibility at such an early stage. If you want a career that challenges you every day and provides real opportunities to make a difference, policing ticks all the boxes.



Police Sergeant Tom Byrne

West Midlands Police | Police Now 2016 Cohort

Whilst at university, I was set on the idea of a career in public service but was undecided about a career in policing. However, the opportunities offered and challenges posed by Police Now, encouraged me to apply.

As a neighbourhood police officer, I worked to tackle deep-rooted issues on my ward in the West Midlands, including begging and street drinking. From day one, I was expected to develop and put in place problem-solving measures, grounded in evidence, to help tackle these issues. To do so, I built relationships with internal and external partners (such as the Local Authority) in order to bring about meaningful change. I regularly presented the outcomes of my work at Police Now's Impact Events. This allowed me to build and develop a range of skills, including partnership working, communication skills and project management.

During my time on the programme, I capitalised on a range of development opportunities. These included courses, internal secondments and attachments (e.g. Criminal Investigation and Traffic) as well as an external secondment at the Home Office. These development opportunities allowed me to build vital operational skills and experience, whilst also increasing my knowledge of the wider context of policing.

Having graduated from the Police Now programme in 2018, I am now half-way through the College of Policing Fast Track to Inspector programme. I have put into practice skills I learned and developed during my time with Police Now, not only those mentioned above but also personal resilience and interpersonal skills. Looking ahead to the end of the Fast Track to Inspector programme, I intend to continue seeking out roles that stretch and challenge me but also allow me to apply my experience in order to make a positive contribution to policing and public service.

Detective Sergeant Upile Mtitimila

Cheshire Constabulary | Police Now 2016 Cohort

I joined Police Now as part of the National Graduate Leadership Programme, entering through the neighbourhood police officer role which I absolutely loved.

My motivations for joining Police Now, and coming into policing through this particular route, stem from being slightly sceptical of policing. You hear a lot of negativity about the things that don't necessarily work so well in policing and, being completely honest, I took all of that on board. There were also some lived experiences for me that influenced that perception. I was stopped and searched a number of times and that kind of experience massively affected my perception of policing and whether it was a career for me. At the same time, I knew I wanted a position and role where I could make a tangible difference to people's lives, but there was just something that made me reluctant to engage through the regular route.

Police Now stood out as different. I felt that through a programme that was so in line with what I connected with; it was the right way to go into policing. I think what sets Police Now apart - and why it is important - is that it really embraces you as an individual. I can honestly say that. It gives you the opportunity to be yourself and then be a police officer.

Since completing the programme, I have transitioned into a detective role investigating serious and complex crime. For me, that journey was about doing something where you have an incredible amount of responsibility. Typically, when you are a detective, victims are people who have gone through some of the most horrendous experiences and you are the face of the police service in their time of need. Being a detective leaves a lasting impact on people's lives and there is nothing more rewarding or important than that.

"I think what sets Police Now apart - and why it is important - is that it really embraces you as an individual. I can honestly say that. It gives you the opportunity to be yourself and then be a police officer."

Detective Sergeant Upile Mtitimila | Cheshire Constabulary | Police Now 2016 Cohort

POLICE NOW APPROACHES RECRUITMENT AND EDUCATION IN A DIFFERENT WAY TO HOW THE SERVICE HAS DONE IN THE PAST

RECRUIT

New audience

Police Now focus on attracting individuals who have not previously considered a policing career.

Highly competitive

For our 2019 National Graduate Leadership Programme, we had 8,580 applications for 307 places, and for our National Detective Programme, we had 3,992 applications for 93 places.

Two year initial expectation

In line with evidence about graduate career expectations, we offer two two-year national graduate programmes rather than focusing on a 30-35 year career.

Changing the narrative

To attract those who have not previously considered a policing career, our marketing focuses on community transformation and the leadership skills a policing career can provide.

Positive action

Police Now uses positive action initiatives in order to target and support under-represented groups within policing.

Quick process

Application to conditional offer in 6-10 weeks.

DEVELOP

Policing Education Qualifications Framework (PEQF)

Both Police Now programmes were validated as PEQF compliant from 2019.

High intensity learning

The six-week National Graduate Leadership Programme Academy is based on a high-intensity learning model, priming participants for the challenges of frontline policing.

Operational leaders

Exceptional officers are seconded from the frontline for eight-weeks as Syndicate Leads and Stream Managers.

Focus on transformational and leadership skills

Critical thinking, problem solving, communication skills and resilience are central to participants' development.

Innovative learning techniques and theories

In 2019, we introduced the learning theories of deliberate practice, cognitive load and the novice-to-expert scale as part of our education model.

Post Academy

Participants are supported by high performing officers for 6-10 weeks following the Academy.

Impact Events

Participants are held to account on behalf of their communities. They present at regular intervals on the impact they have had with a focus on evidence based problem solving.

Knowledge sharing

Participants share problem solving case studies via the Police Now Impact Library, enabling knowledge sharing and reflection across forces.

Skills sessions over two years

Participants attend skills sessions covering topics such as evidence-based policing, communication and cyber-investigation.

Coaching

Each participant receives coaching from a Police Now Leadership Development Officer.

Personal Development Plan

Each participant develops a quarterly Personal Development Plan to support their impact and development.

58%

were not planning on joining the police before hearing about Police Now

Both programmes validated as compliant with the Policing Education Qualifications Framework (PEQF)

INSPIRE

Connection for life

Police Now provide options for participants to remain in or exit policing after two-years. For those that leave, our focus is on an honourable exit and developing a connection with policing for life.

Partnerships

Developing partnerships with organisations across society helps participants to consider a breadth of career options in and beyond policing.

Secondments

Participants have the opportunity to spend up to four weeks away from the frontline during the programme to broaden their outlook, develop skills and share knowledge.

Encourage re-entry in future

For those that leave policing, Police Now encourages re-entry in the future through Direct Entry programmes and other more flexible routes into the service.

IMPACT

Increasing awareness

Police Now was voted in the Times Top 100 graduate employers and the Guardian Top 300 employers.

Diversity

Police Now has won multiple diversity awards. In 2019, 50% of participants on the National Graduate Leadership Programme identified as female and 17% identified as BAME.

Recognition

The National Graduate Leadership Programme was recognised by the Chartered Institute of Personnel Development (CIPD) as the Best Learning and Development Initiative in the Public and Third Sector, and the Best Graduate Scheme by Personnel Today.

Line manager feedback

Feedback from participants' line managers and peers suggests they are strong communicators and problem-solvers.

Participant experience

82% of National Graduate Leadership Programme participants were satisfied with the quality of Academy training in 2019.

National Investigators' Exam

85% of National Detective Programme participants passed the National Investigators' Exam at the first attempt, 23% higher than the national average.

ASB rates

Independently peer-reviewed analysis shows indications of a positive differential in ASB rates between Police Now communities and comparison communities.

Public confidence

Analysis indicates that there has been an increase in young people's confidence in the police, in the communities where Police Now participants have been deployed.

Procedural justice

Research indicates that participants hold more positive views towards procedural justice and serving the public than comparison groups.

RECRUIT

Police Now attracted over
12,000 applications in 2019.

Our 2019
National Graduate Leadership Programme
attracted

8,580

applications for 307 places
on the programme

Our 2019
National Detective Programme
attracted

3,992

applications for 93 places
in its pilot year

STRENGTHENING THE POLICE WORKFORCE WITH DIVERSITY AND TALENT

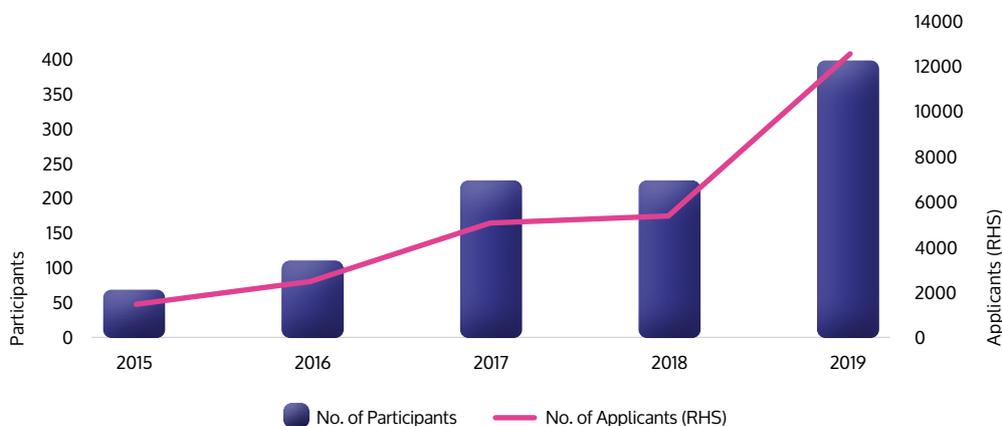
Changing graduate perceptions of policing

In 2014, Police Now commissioned research which showed that only 5% of final-year graduates at leading universities were considering a career in policing¹. Two-thirds of graduates indicated that they believed a career in policing would represent “a waste of my degree”, with policing ultimately losing out on the best talent to other industries including management consulting, law and government. More recent research shows that graduate applications to policing increased by almost a third in 2019, the highest increase of any graduate career sector. This increase in applications appears to be driven by both supply (policing offering more roles) and demand (graduates demonstrating more interest).

Police Now attracted over 12,000 applications in 2019

Police Now has consistently received approximately 30 applications for every place on its programmes. The most recent National Graduate Leadership Programme campaign attracted 8,580 applications for 307 places. Of eligible applications, two-thirds were from career changers and one-third from degree finalists. For the National Detective Programme campaign, Police Now attracted 3,992 applications for 93 places in its pilot year.

Year on year increases in applications and participants on Police Now's programmes.



Times Top 100 Graduate Employer

Police Now was voted as the highest climber in the 2019 Times Top 100 Graduate Employers directory, at 47th place. This result reflects students' open responses to the question: 'Which organisation do you think offers the best opportunities for graduates?' This year more than 1,500 employers were voted for by final year students which shows that our employer brand has developed national traction and is recognised as offering great opportunities to graduates.



1. Police Now (2014) The Case for Change. Available online: <https://www.policenow.org.uk/wp-content/uploads/2019/08/case-for-change.pdf>.



Award-winning recruitment process

We're working to recruit, train and develop a diverse group of graduates that are representative of the communities they serve. We have a supportive but challenging assessment and selection process which is award-winning and supports us in progressing candidates who have the strengths and aptitude to be great neighbourhood police officers and trainee detectives.

Winner of multiple diversity awards

Police Now has won three diversity and inclusion awards: the Institute of Student Employers Recruitment Award for Best Diversity and Inclusion Award, the Employer Brand Management Award for Best Diversity Brand and the TARGETjobs National Graduate Recruitment Award for Best Diversity and Inclusion Strategy.

Policing aligns strongly with graduates' career motivations

The attraction and recruitment data that we have collected over the last five years suggests that policing aligns strongly with graduates' career motivations. Namely, to have a job in which they feel they can make a positive difference to society, be challenged, given structured development opportunities and afforded genuine responsibility. When surveyed on the first day of the Academy², 2019 National Graduate Leadership Programme participants identified Police Now's social mission and the leadership development opportunities as the two key motivating factors behind their decision to join the programme. Coupled with this, 61% of 2018 National Graduate Leadership Programme participants cited professional development opportunities as the primary reason for applying to Police Now rather than directly to force³.



“Police Now’s mission really resonated with me and it was only due to finding out about the programme that I considered policing.”

2019 National Graduate Leadership Programme participant

DIVERSITY AND INCLUSION

More than ever, diversity and inclusion is an important part of policing's ability to be operationally effective. It is central to our mission.

Increasing diversity in police forces goes to the heart of maintaining and building the public's confidence in policing. Underpinning this is the traditional notion of policing by consent⁴ and the Peelian principle that 'the police are the public and the public are the police'.

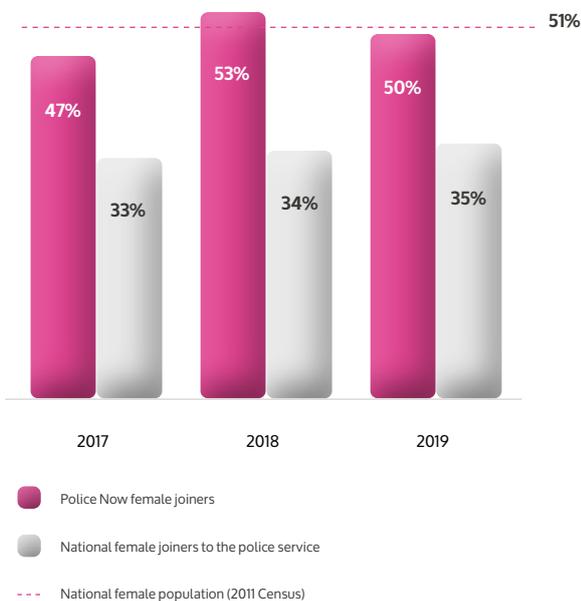
A more diverse workforce can also help to drive innovation in policing at a time when crime and non-crime demand is growing in complexity. Evidence from the private sector shows that both acquired diversity (perspectives gained through experience) and inherent diversity (gender, ethnicity and sexual orientation) are important to create the conditions for feedback, ideas and the successful implementation of new ideas⁵.

Whilst diversity and inclusion includes the representation and support of a range of under-represented groups, policing's particular focus, and therefore Police Now's, is in tackling the under-representation and progression of officers who are women and those from a Black, Asian and Minority Ethnic (BAME) heritage.

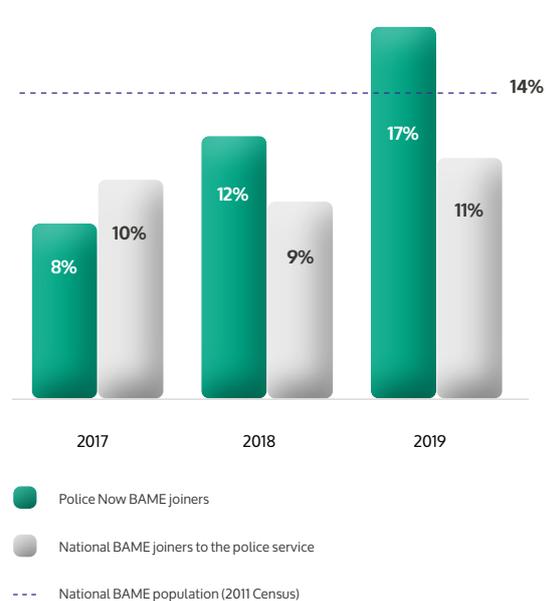
Our recruitment trends suggest that the graduate market has the potential to help address the under-representation of officers who are women and those from a BAME heritage. Of those who started the National Graduate Leadership Programme in 2019, 50% identify as female, 17% identify as BAME (45% of whom were female), with 20 unique languages spoken across the cohort.

Of those who started the pilot National Detective Programme in 2019, 61% identify as female, 10% identify as BAME (56% of whom were female), with 12 unique languages spoken across the cohort.

Police Now National Graduate Leadership Programme female joiners and national female joiners relative to national population (2017 - 2019)



Police Now National Graduate Leadership Programme BAME joiners and national BAME joiners relative to national population (2017 - 2019)



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

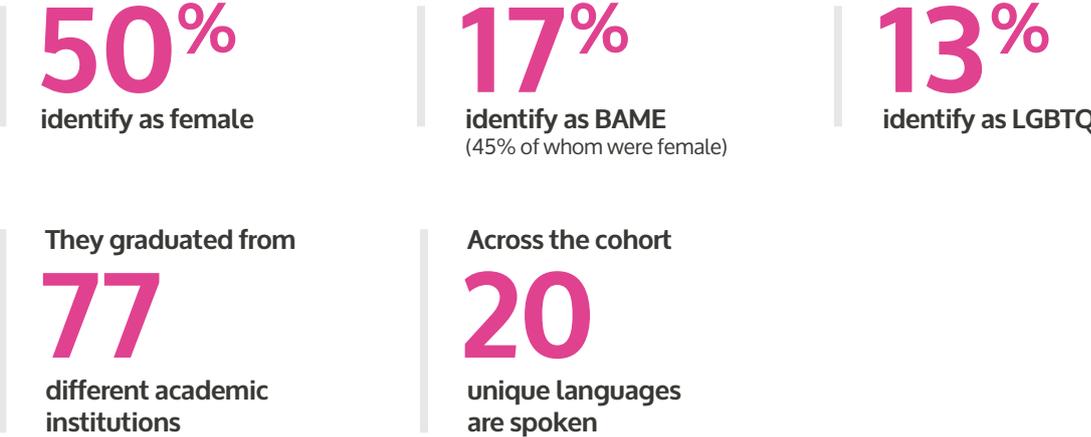
5. Hewlett, S. A., Marshall, M. and Sherbin, L. (2013). How diversity can drive innovation. Harvard Business Review. Available online: <https://hbr.org/2013/12/how-diversity-can-drive-innovation>.

SOCIAL MOBILITY

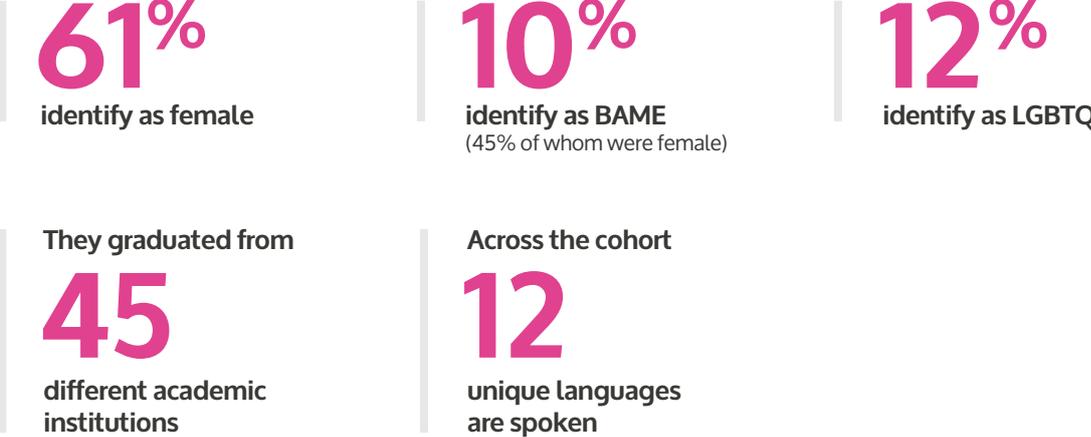
A highly able applicant pool can be attracted to policing without compromising on social mobility, something that policing has always promoted.

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 the National Graduate Leadership Programme in 2019, 58% stated that they were the first in their family to go to university, 22% stated that their families had received income support and 18% had qualified for free school meals.

Of those who started the **National Graduate Leadership Programme** in 2019



Of those who started the **National Detective Programme** in 2019



TARGETING DIVERSITY AND CHANGING PERCEPTIONS

Seven things we have learnt to date.

1. Attracting a diverse candidate pool requires year-on-year sustained recruitment with a consistent brand

When forces partner with Police Now for multiple years, this can result in year-on-year increases in the diversity of participants, particularly those from a BAME heritage. This is due to the existence of a consistent and targeted action strategy, both nationally and in a local area, which targets prospective BAME candidates for multiple years before they consider, or indeed are eligible, to apply.

2. Focus on community transformation to change perceptions

The public service aspects of police work and impact potential of police officers on society, can help attract candidates who might not otherwise consider policing. During the early stages of our recruitment campaigns we do not use traditional recruitment images (e.g. uniformed officers, flashing blue lights). This allows us to actively engage those who might hold negative perceptions of policing as a credible career path and demonstrate the opportunities that a career in policing has to offer.

3. Engage friends and family

Engaging with potential applicants' wider network of influencers (e.g. friends and peers) is essential. Research by Police Now, in partnership with the Transform Society, found that 24% of BAME students would stop their application process if their parents were against their career choice, as compared to 19% of white students. The same research found that female students are 19% more likely to discontinue an application than male students if their parents were against their chosen career path (31% versus 12%).

4. Data and Insights

Effective data collection and analysis over time is crucial to test for adverse impact, understand participant performance, experience and progression according to demography and to identify which groups might require additional support. We track participant performance, experience and progression through longitudinal surveying, 360 feedback and programme dashboards.

5. Speed, candidate care and positive action

Analysis of our 2016-2019

National Graduate Leadership Programme recruitment data found that in the context of policing, BAME candidates are twice as likely to decline conditional offers. Recruitment process speed, high levels of candidate care, tailored communication and positive action are required to limit the number of declined offers and ensure that underrepresented groups choose policing. Once candidates from underrepresented groups enter our recruitment process, it is important to support them with a very personal approach. A digital mentor tool as well as individual and group coaching is available to all prospective candidates to Police Now's national graduate programmes, providing access to a broad range of existing Police Now participants for advice.

6. Online assessments often have an adverse impact

We have found that online assessments, like psychometric tests, can cause adverse impact, particularly on BAME candidates. We have worked with assessment consultants to develop a new blended assessment approach which minimizes adverse impact potential.

7. Diversity and Inclusion at every level of the programme

Developing a pool of assessors and headquarter workforce that better reflects communities has helped further our diversity and inclusion activities across our programmes and drive our work with partner forces. Over the past 12 months, we have invested significantly in the onboarding and hiring processes for our staff, educating hiring managers on eliminating unconscious bias. We have made more explicit reference to our diversity and inclusion commitments in all our recruitment literature, onboarding processes and staff training. Currently, 25% of our headquarter staff are from a BAME heritage and 64% are female.

Police Now research, in partnership with Transform Society, found that 24% of BAME students would stop their application process if their parents were against their career choice

FRIENDS AND FAMILY



At the 2019 Police Now induction event we spoke to Police Constable Katherine and her mum, Jackie, about joining the National Graduate Leadership Programme.

"What an opportunity"

Katherine: "I became a Police Constable through the Police Now programme. Policing was never something that I had thought about doing. I came straight out of university, applied - never thought I would get the role - and now I find myself two years down the line a fully-fledged Police Constable."

Mum: "When Katherine said she was going to join the police; we were absolutely elated. We had no fear, no worry, we just thought 'what an opportunity' - genuinely. Interestingly, thinking about this sort of thing, it was only outside people that suddenly started to put that thought into us. People started saying 'aren't you going to be worried every time she goes out?' and we didn't think that, we just thought what a fantastic thing for her to do."

"One of our proudest moments"

Katherine: "I think I chose the right moment to tell my friends and my close circle of family support. They are all so proud."

Mum: "I'm so proud of Katherine becoming a Police Officer. It was something we had never thought she would go in to. A total surprise in fact. The training was tough, I can't lie about that, there was so much to learn but when my husband and I went to her passing out parade, it was one of our proudest moments."

"The right decision"

Katherine: "There were times I questioned 'Is this the right thing? Is this what I should have done? Am I the right person? Have I got enough skills? Have I got enough confidence for this?'"

Coming up to the end of the two years of the programme now, I finally decided that it is the right thing. I went to quite a serious incident quite a few weeks ago and afterwards I came away thinking 'no one else could do that in any other role'. You can really make a difference to someone's life and that's something not many people can do."

Mum: "I knew she'd made the right decision to join the police fairly recently actually. I think I'd go along with what Katherine said. It has been a rollercoaster; it has been very up and down. There have been things that I wouldn't want to see that she's had to deal with. But I have seen her grow as a person and change and believe in herself that she can do things and make a difference to people's lives. I know it sounds a bit cliché, but I really mean that. I can't see her doing anything else."

"I cannot recommend it enough"

Katherine: "If I was to say to a potential Police Now recruit one thing. It would be, join. You will make such a difference to individuals who are incredibly vulnerable. It's a job like no other. You can make a difference to people's lives that you will not be able to do sat in an office. I cannot recommend it enough."

RECRUIT

Key Impact

Policing is becoming an increasingly attractive career route for graduates. Police Now was voted as the highest-climbing employer in The Times Top 100 Graduate Employers 2019-20.

Key Insight

Policing aligns strongly with graduates' career motivations. The opportunity to give something back to society, to be part of a structured development programme and having genuine responsibility are key factors motivating graduates to apply to policing.

DEVELOP

As visible leaders in the community, participants develop skills in negotiation, problem solving, decision-making, resilience and emotional intelligence.

85%

of participants passed the National Investigators' Examination first time, which is 23% higher than the national average

TWO PROGRAMMES FOR EXCEPTIONAL GRADUATES AND CAREER CHANGERS

Both programmes start with a residential training academy, followed by two years in-force training, and continuous professional and personal development through an assigned Police Now Leadership Development Officer.

NATIONAL GRADUATE LEADERSHIP PROGRAMME

Our National Graduate Leadership Programme trains and develops graduates to become leaders in neighbourhood policing.

Participants are placed in some of the most challenging communities in England and Wales, getting to know the issues up close and developing innovative ideas and techniques to tackle the most pressing challenges.

As visible leaders in the community, participants develop skills in negotiation, problem solving, decision-making, resilience and emotional intelligence.

NATIONAL DETECTIVE PROGRAMME

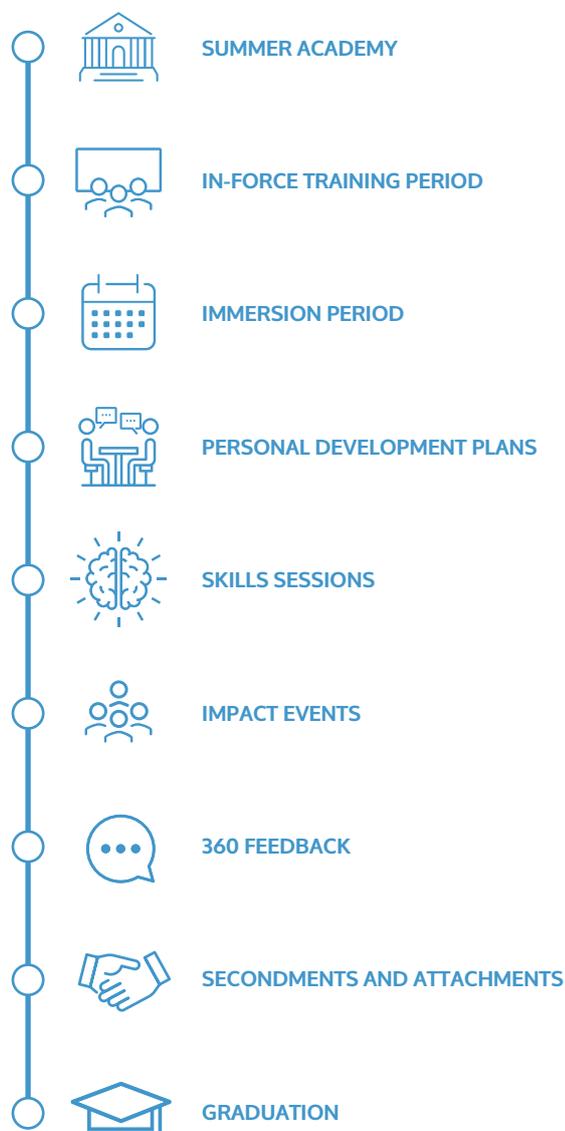
Our National Detective Programme is designed to equip participants with the core policing skills required in modern investigative work.

Throughout the two-year training programme, participants play an integral part in solving crimes while developing their leadership, communication and problem-solving skills.

A key driver for Police Now is to encourage those who have not considered a career in policing before and have the skills and experience for a successful long-term career as a detective.

NATIONAL GRADUATE LEADERSHIP PROGRAMME

Programme Timeline



The Police Now Summer Academy

The Summer Academy is a cornerstone 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. 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 practice⁶.

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 exposure to field training is crucial to the development of police officers. It provides participants with the opportunity to apply problem-focused learning from the Summer Academy, to the policing frontline.

For the first time in 2019, and thanks to the generous support of the Garfield Weston Foundation, Police Now operated two simultaneous academies for the National Graduate Leadership Programme. Each Academy operated on a similar model, with the six-week timetable iterated across five participant streams (three streams in London and two streams in Manchester). Stream Managers and Syndicate Leads completed a further seven days of pre-Academy training during the Syndicate Lead Course.

The curriculum for the 2019 Academies was re-designed based on the new Policing Education Qualifications Framework (PEQF) Degree Holder Entry Programme (DHEP) curriculum and programme specification, and in line with the Police Now curriculum principles and values.

"I moved away from my family and friends to join so it was a lot of change in one go! Being a police officer also comes with a lot of responsibility. I was worried that I wouldn't know what to do when people came up to me in the street with a problem or that I would make a mistake that could have an impact on someone's welfare or safety. However, there's always a teammate or Sergeant who you can ask for advice when you're unsure about something. I've learnt a lot since starting and feel more confident now, but I still learn something new each day."

Police Constable Jess Cooper | Lancashire Constabulary | Police Now 2016 Cohort



“The Academy content was well delivered and relevant to the role. It has been well planned and seems to be geared towards peaking at the right time.”

2019 Syndicate Lead | located at the London Summer Academy





INNOVATIVE LEARNING TECHNIQUES

In 2019 we introduced the learning theories of deliberate practice, cognitive load and the novice-to-expert scale as part of our Academy education model.

Deliberate practice involves identifying the key skills that police officers are required to learn and then breaking these down into micro-skills which are purposefully practiced and built-upon. For example, learning how to arrest will include mastering the micro-skill of informing the suspect of arrest in a clear and confident way. Participants are then asked to repeatedly practice these micro-skills, receiving immediate and actionable feedback to help them improve. Although this can feel challenging, the process of repeating a micro-skill helps to instil an automatic response in participants and reduces their cognitive load.

Cognitive load is built on the idea that the human brain can only do so many things at once. It is crucial to manage cognitive load during the learning process, particularly for new recruits, in order to reduce demand on their working memory and help them learn more effectively. Cognitive overload has been found to limit performance⁷. To avoid this, we teach on a novice-expert scale, provide participants with clear and consistent templates for the presentation of material, breakdown key problems and learning material in small parts and ensure that participants have sufficient processing time to embed the learning within their working memories.

Internal evaluation of the 2019 Academies shows that 82% of participants were satisfied with the quality of training provided⁸, an increase of 7% since the 2018 Academy. We also found that embedding our new curriculum principles and learning techniques to our Academy model translated into significant improvements in participants' confidence in 2019 relative to our previous cohort at the same stage. More than three out of four participants agreed that they felt they had the confidence, knowledge and skills needed to perform their job effectively upon Academy completion. Following our evaluation, we are planning to further develop the below areas in 2020:

- More focus on interviewing skills and statement writing.
- A review of Field Training during the Academy.
- Increased focus on problem-solving skills.
- More attention to well-being and mental health first aid within policing.
- Improved HQ and force communications with participants.

From 2020 we will also be utilising more online learning and resource tools to enable more distance and participant-led learning. All participants will also complete Personal Safety Training and Field Training in-force to better prepare them for their local context.

“Deliberate practice was very good for key skills such as arresting and stop and search.”

2019 National Graduate Leadership Programme participant

7. Meyer, S-C. and Hunefeld, L. (2018) Challenging Cognitive Demands at Work, Related Working Conditions and Employee Wellbeing. *International Journal of Environmental Research and Public Health*. Vol. 15(12). Pp. 2911-2925.

8. Measured via an online survey on the last day of the 2019 Summer Academy (n= 247) - 'How satisfied are you with the quality of training provided at the Police Now Summer Academy?' (% Satisfied).

POLICE NOW'S STREAM MANAGERS AND SYNDICATE LEADS

During our six-week Summer Academy, Syndicate Leads and Stream Managers are crucial to the development and training of our participants.

They play a key role in delivering Police Now's mission through training, teaching, leading and mentoring participants through their first steps to becoming a police officer.

Syndicate Leads are seconded operational Police Constables, Sergeants and Inspectors from our partner police forces and join the Academy to help participants learn the basics of being a neighbourhood police officer. They bring the expertise of being an operational police officer and share their lived experience of the role.

When surveyed at the end of the 2019 Summer Academy, 94% of participants noted the positive impact their Syndicate Lead had on their development as a police officer⁹.

94% of participants noted the positive impact their Syndicate Lead had on their development as a police officer

"My Syndicate Lead has really helped my development and pushed me further as an officer and individual by encouraging me to take part in activities which I would normally sit back in."

2019 National Graduate Leadership Programme participant

"I enjoyed the lessons being ran by police officers, as this provided us with the necessary knowledge and also offered valuable insights into the job."

2019 National Graduate Leadership Programme participant

"I think the approach to development is excellent, and I saw engagement and a desire to learn in pretty much every trainee I interacted with."

2019 Summer Academy visitor

9. Measured via an online survey on the last day of the 2019 Police Now Summer Academy (n=247 – 'Overall, what impact has your Syndicate Lead had on your development as a police officer to date?' (% Positive).

NATIONAL DETECTIVE PROGRAMME

In September 2019, Police Now launched a pilot National Detective Programme to recruit, train and develop new Detective Constables. This is a two-year leadership development programme set within an investigative context. 93 participants were deployed across eight police forces.

The Police Now National Detective Programme is one of several solutions being employed by the police service to address the national shortage of investigative officers and capacities in the UK police service. The aim is to expand the National Detective Programme over the next five years.

In order to achieve this, we are working collaboratively with police forces, the Home Office, the College of Policing, National Police Chief's Council, the Police Federation and others to contribute to the ongoing development of the police workforce, particularly in the criminal investigation landscape.



“South Wales Police are proud to partner with Police Now on this initiative and look forward to welcoming new investigators into our force.”

Matt Jukes QPM | Chief Constable of South Wales Police and former National Police Chief's Council Lead for Investigate Resilience

South Wales Police are one of the eight forces in England and Wales to partner with Police Now for the 2019 National Detective Programme pilot.

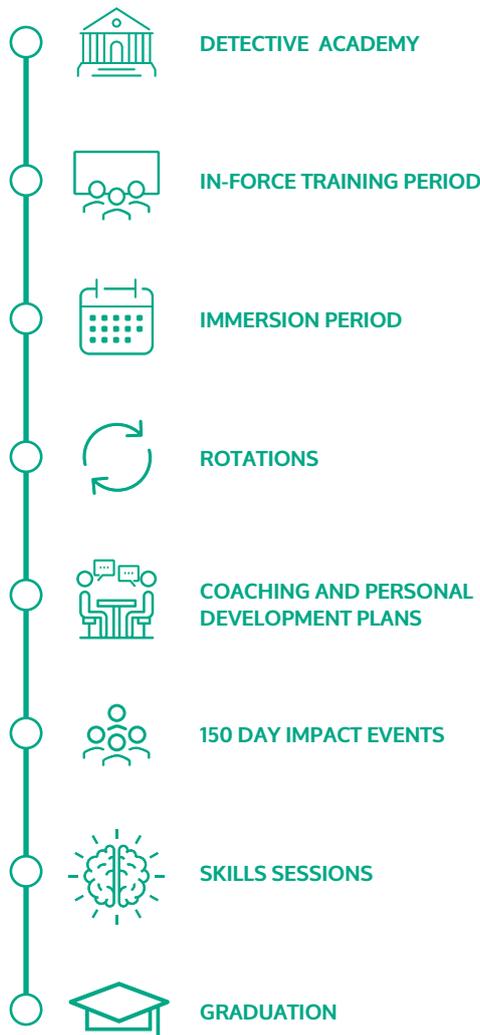




THE PROGRAMME

Following a rigorous selection process, 93 participants began an initial three-month intensive Detective Academy.

Programme Timeline



The Detective Academy included theoretical teaching, practical field training and concentrated on building an investigative mindset along with core policing skills that are required to be an effective investigator of serious and complex crime.

Since completing the Academy, participants have joined their force on response and investigative duties. Like the National Graduate Leadership Programme, participants will be supported by a Police Now Leadership Development Officer in addition to their in-force colleagues and line managers.

Further advanced content and additional assessment will take place throughout the two-year programme. Successful participants will gain a Level 6 Graduate Diploma in Professional Policing Practice, as well as the Professionalising Investigation Programme Stage 2 accreditation (PIP2) by the end of the programme.

In November 2019, participants sat the National Investigators' Exam (NIE) in week ten of the Detectives Academy. Overall, 85% of participants passed the National Investigators' Exam first time, which is 23% higher than the national average¹⁰.

94% of Syndicate Leads agreed that the experience had helped them develop their own professional practice with 83% stating that they recommend the role to a colleague in force¹¹.

"Really impressed with the Academy and also the quality of the candidates. In the time I had with them, they were really positive and passionate people. I was particularly impressed with the values that were embedded in the curriculum."

2019 Detective Academy visitor

10. College of Policing Limited (2019). NIE November 2019 – Results and Analysis Overview.

Available at: <https://www.college.police.uk/What-we-do/Learning/Professional-Training/Investigation/Documents/NIE%20Results%20Overview.pdf>.

11. Measured via an online survey on the last day of the 2019 Police Now Detective Academy (n=18) – 'To what extent do you agree that this experience has developed your own professional practice?' (% Agree) and 'Would you recommend the role to your colleagues in force?' (% Yes).

INDEPENDENT EVALUATION OF THE NATIONAL DETECTIVE PROGRAMME

Police Now is a learning organisation and we want to make sure that future iterations of the programme are designed and delivered to the highest standard.

Following success in a competitive tender process, Canterbury Christ Church University (CCCU) are leading an independent evaluation of the 2019-2021 National Detective Programme. The evaluation aims to understand the experience of those on the programme and develop an evidence base to help inform the future implementation of the programme as well as other routes into the police service and investigative roles. The mixed methods evaluation will take stock of the feedback from those responsible for delivering the training and wider programme, as well as learning from our partner forces. Early findings will be shared with our partner forces in Spring 2020.

85% of participants passed the National Investigators' Examination first time, which is higher than the national average

94% of Syndicate Leads agreed that the experience had helped them develop their own professional practice

83% of Syndicate Leads stated that they would recommend the role to a colleague in force

"I have enjoyed teaching the participants how to become police officers. Seeing their growth is incredibly rewarding."

2019 Detective Syndicate Lead,
Cambridgeshire Constabulary

"I've enjoyed the development of people throughout the Academy and the receptive nature of Police Now's response to feedback."

2019 Detective Syndicate Lead,
Greater Manchester Police

OUR PARTNER FORCES

Over the past five years, Police Now has partnered with 30 forces across England and Wales.

We would like to take this opportunity to thank our force partners for their continued dedication, support and belief in our mission.

- Avon & Somerset Police
- Bedfordshire Police
- Cambridgeshire Constabulary
- Cheshire Constabulary
- Derbyshire Constabulary
- Devon & Cornwall Police
- Dorset Police
- Essex Police
- Greater Manchester 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



Police Now Programme	Year of programme	Number of applications	Number of participants
National Graduate Leadership Programme	2015	1,243	69
National Graduate Leadership Programme	2016	2,424	112
National Graduate Leadership Programme	2017	5,009	229
National Graduate Leadership Programme	2018	5,312	233
National Graduate Leadership Programme	2019	8,580	307
National Detective Programme	2019	3,992	93

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.

Beyond the community benefits, Police Now does not believe that skills like communication and emotional intelligence are 'soft skills'. It is important to recognise that these are essential skills for modern policing for strengthening relationships with the public and enhancing officers' mental wellbeing, ensuring that they are adequately prepared for the range of emotional situations they will confront on the policing frontline.

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 legitimate¹². Independent research shows that Police Now

participants hold more positive views towards procedural justice and serving the public than a comparison group¹³. For example, the first cohort of Police Now participants were more likely to agree that they understood the needs of the communities they served than comparison officers were (95% vs. 79%). The positive trends in procedural justice alignment, continue to be reflected in our own longitudinal surveying of participants.

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.

Emotional control
Conscientiousness
Empathy
Structure Conformity
Stress tolerance

Analysis suggests that Police Now participants hold more positive views towards procedural justice and serving the public than a comparison group

¹². Mazerolle, L., Bennett, S., Davis, J., Sargeant, E. and Manning, M. (2013). Legitimacy in Policing: A Systematic Review. Campbell Systematic Reviews. Pp. i-147.

¹³. London Mayor's Office for Policing and Crime (2017). Police Now Cohort 1: Final Evaluation Report.

Available online: https://www.london.gov.uk/sites/default/files/mopac_police_now_evaluation_report.pdf.

STRONG PROBLEM-SOLVERS AND COMMUNICATORS

Problem-solving and communication are essential skills to enable police and partners to prevent and address issues affecting communities and reduce wider demand on the service.

Problem-solving and communication are essential skills to enable police and partners to prevent and address issues affecting communities and reduce wider demand on the service.

Feedback from Police Now participants' line managers and peers, consistently suggests that officers joining through our programmes are strong problem-solvers and communicators. This is consistent with wider research. Based on a longitudinal study of police recruits' first four years in service, Charman¹⁴ argues that 'the cultural narratives of new recruits to the police service reveal a shift in emphasis, to one that is moving further

away from the 'law-enforcing crime-fighter', and more towards the 'problem-solving communicator'.

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). Independent research suggests that Police Now graduates are highly receptive to the principles of Evidence Based Policing (EBP) and advocates of SARA problem solving techniques¹⁵.

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



14. Charman, S. (2017). Police Socialisation, Identity and Culture: Becoming Blue. London: Palgrave Macmillan. Pp.272.

15. Brown, J., McDowell, A., Gamblin, D. and Fenn, L. (2018). Assessing Transmission and Translation of Learning about Evidence-Based Policing by Graduate Trainee Police Officers. Policing: A Journal of Policy and Practice. Pp. 1-16.



DEVELOP

Key Impact

Police Now launched a National Detective Programme in 2019, a programme that along with our neighbourhood offering is now fully PEQF-compliant as a unique example of the Degree Holder Entry Programme.

Key Insight

Experience from Police Now's Syndicate Lead Courses across our programmes shows that an intensive training and professional development course can have a significant impact on officer performance. Sergeants have heightened potential to instil confidence, lead and role model positive behaviours with other officers. Professional development at this rank will be crucial to the future development of policing.

INSPIRE

Police Now provide access to social and networking events with fellow alumni and other serving officers to help ensure a connection with policing for life.

80% of those who have graduated from Police Now programmes have remained in policing

A CONNECTION FOR LIFE

Whether or not participants stay in policing at the end of the two-year programme, they become part of a growing Police Now Alumni Network.

Participants who stay in policing are provided with opportunities for development beyond the programme. Participants receive invitations to national events and cross-force collaboration networks. There are also opportunities for participants to become a Syndicate Lead or Stream Manager at a Police Now Academy, a mentor and role model in our recruitment processes and to access a range of connections across the private and public sector.

In terms of supporting those who choose to continue their career outside policing, Police Now provide access to social and networking events with fellow alumni and other serving

officers to help ensure a connection with policing for life. Participants can also choose to be a Police Now brand ambassador, and lead partnership opportunities at their next organisation outside policing. This helps to strengthen understanding of policing across wider society and generates opportunities for knowledge exchange.

To date, 80% of those who have graduated from Police Now programmes have remained in policing, with many pursuing the Fast Track Programme and promotion opportunities.

The Police Now Alumni Network not only includes participants, but also Syndicate Leads, line managers and other supporters of policing who are ambassadors for our ambitions and mission. In particular, Police Now maintain a strong connection with Syndicate Leads - beyond their important role at the Academies - recognising the valuable contribution they make to participant's development and experience and the wider pursuit of our mission.





CASE STUDY

I WOULD RECOMMEND A CAREER IN POLICING TO EVERYONE

Police Constable Tiffany Massey

Metropolitan Police Service | Police Now 2017 Cohort

I joined the Metropolitan Police Service in 2017. I was posted as a Dedicated Ward Officer (DWO) for Oxford Street, Regent Street and Bond Street which expanded to encompass the Cavendish Square and Oxford Market areas in 2019. I absolutely loved my time on the National Graduate Leadership Programme and would recommend a career in policing to everyone. I have no doubt that my time on the Police Now programme has made me not only a better and more well-rounded police officer but also a more well-rounded person.

Working in the West End, I was exposed to a variety of incidents from pickpocketing through to firearms incidents. Since graduating from the National Graduate Leadership Programme I have embarked on a career in the Metropolitan Police Service Counter-Terrorism Unit (SO15). I am comfortable with saying that I don't think I would have the breadth or quality of experiences needed to apply for my current role had it not been for the Police Now programme and my responsibilities as a DWO. The move to Counter Terrorism is what I joined the job to do, so I am really proud to have achieved my ambition.

As a police officer, you have to remember that along with all the amazing experiences you will have, it is a serious job. At times your safety will be put at risk and you have to make quick-time decisions that can genuinely impact someone's life. You will have to deal with confrontation, and you will often be pushed (or dragged!) outside of your comfort zone. One of the biggest things I learnt on the programme was that whilst making a positive impact on the lives of others is incredibly rewarding, you can't look after people to the best of your ability if you're not looking after yourself. As my Mum always says; 'remember to be kind to yourself'!

I genuinely believe the Police Now Alumni Network will come to do (and are already doing!) fantastic things and it's brilliant to be a part of something so dynamic and vibrant.

To learn more about Tiffany's journey with Police Now, please visit www.policenowimpactlibrary.org.uk.

"I absolutely loved my time on the National Graduate Leadership Programme and would recommend a career in policing to everyone. I have no doubt that my time on the Police Now programme has made me not only a better and more well-rounded police officer but also a more well-rounded person."

Police Constable Tiffany Massey | Metropolitan Police Service | Police Now 2017 Cohort



CASE STUDY

POLICING WITH A DISABILITY

Police Constable Oliver Rees

Hertfordshire Constabulary | Police Now 2017 Cohort

I was part of the Watford Safer Neighbourhood Team in Hertfordshire Constabulary, responsible for a very multicultural area with high levels of social housing and unrest. I loved every minute of the programme from start to finish. For me, just completing the Summer Academy and experiencing my attestation to become a police officer was a huge highlight. However, when I received a 'Starfish Award' from Hertfordshire Constabulary, an award given for outstanding service to the community by going 'above and beyond' normal duty, I felt incredibly proud.

I received this award following my work with a local resident who had learning disabilities. Unfortunately, because some people saw this as "different", she experienced prejudice and became a repeat victim of hate crime. I took it upon myself to be her point of contact for the force to effectively deal with these hate crime incidents and provide reassurance. At one point she wrote into my Chief Inspector at Watford praising the impact I had made on her life, stating that she would not be alive today if it was not for the support I had provided. Having a disability myself, I could empathise with this particular victim and it is humbling to know that I was able to make her life even just a little bit happier. In reality that was always my main goal in policing, to make people happy and safe.

My 'invisible' disability of Cerebral Palsy occasionally gained some unwanted and inconsiderate comments from officers

who noticed 'differences' in the way I did some things. I felt I had to always dig deeper and work harder than anyone just to be on a level playing field, in part due to my own internal struggles having previously been told that I could never be a police officer due to my disability. However, this was a blessing in disguise as when I was successful, it made me more proud and stronger than I could ever have imagined.

I am now well on my way to achieving what Police Now sets you out to achieve; to become a leader in the community. Completing the National Graduate Leadership Programme has provided me with the skills and experience that have transformed me into a more well-rounded and ambitious person, reduced my insecurities and increased my self-confidence to achieve whatever I want to achieve in life. Police Now has helped me realise my dream of becoming a police officer and has fuelled my passion to continue working in law enforcement. Since completing the programme, I have actually moved to California, not because I wanted to leave the police but rather to start a new life with my wife. My heart is well and truly still in policing and I will shortly be starting a community role with Ventura Police Department with a view to become a detective in the near future.

To learn more about Oliver's story, please visit www.policenowimpactlibrary.org.uk.

"Having a disability myself, I could empathise with this particular victim and it is humbling to know that I was able to make her life even just a little bit happier. In reality that was always my main goal in policing, to make people happy and safe. "

Police Constable Oliver Rees | Hertfordshire Constabulary | Police Now 2017 Cohort

BUILDING OUR MOVEMENT - SECONDMENTS

During the second year of the National Graduate Leadership Programme, participants are given the opportunity to undertake a four-week external secondment with a partner organisation and/or an internal attachment with a specialist unit within their police force.

External secondments on the National Graduate Leadership Programme provide participants with the opportunity to experience professional life outside of the police service, work with external partners, bring new skills and learning back into force, whilst contributing to our objective of bringing policing and society closer together.

External secondments are highly competitive and are administered based on an application process. Since 2015, 110 participants have completed an external secondment

as part of the National Graduate Leadership Programme. A further 119 participants, from our 2019 cohort, are due to complete external secondments across 36 of our partner organisations in 2020.

Alternatively, participants can choose to complete internal attachments within specialist units and departments in their force. This includes counter-terrorism, serious and organised crime, and sexual offences. These attachments allow participants to develop new skills and knowledge which they can bring back to their neighbourhood roles.

Police Now Insight Briefs

Police Now recently conducted research to understand the value of the secondment process as a vehicle for professional development and knowledge exchange.

The research involved qualitative interviews with participants and partner hosts on their experiences of external secondments. This research generated five important insights about the potential value of police secondments.

- Time spent on an external secondment consolidated participant desire to remain in policing.
- External secondments result in the expansion of individual skills, experience and wider knowledge.
- The secondment process helped to increase hosts understanding of policing and current challenges, creating a stronger appetite for other organisations to partner with the police in the future.
- A best practice secondment involves project-based work that is directly related to officers' role within force.
- Low levels of interest from officers' 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 both the implementation of external secondments and their potential for longer term impact.

"When you return from secondment, you feel more incentivised and motivated. I certainly felt more motivated to do the job."

Police Constable Karina Puttock | Sussex Police | Police Now 2017 Cohort

“Accenture has hosted various Police Now officers on secondment and the experience has been overwhelmingly positive. Officers were interested in learning about Accenture and how working with a professional services firm can help them to build a wider set of networks, which can be beneficial in their future careers. Officers have also taken the opportunity to learn more about a private sector perspective on addressing policing’s challenges through technology.

The officers’ attitude and motivation was really refreshing. After a short introduction to Accenture, each were given a challenging task and asked to turn around a response and point of view within a week. Their responses really helped to clarify our thinking and they used their practical experience to pose challenging questions to be considered when developing potential solutions to problems.”

Secondment host | Tom Woolley, Police Now Partnership Director at Accenture

INSPIRE

Key Impact

To date, 80% of those who have graduated from Police Now programmes have remained in policing, with many pursuing the Fast Track Programme and promotion opportunities.

Key Insight

Research has found that a well-structured secondment with an external organisation can contribute to officers’ professional development whilst also consolidating their desire to remain in policing.

We would like to take this opportunity to express our sincere thanks to our secondment partners for their continued support with the National Graduate Leadership Programme.

COMMUNITY IMPACT

Police Now participants are held to account on behalf of their communities by presenting evidence of their work in front of colleagues and peers.

Participants present on a wide range of subjects, from dealing with anti-social behaviour and building multi-agency partnerships, to disrupting county lines and tackling serious youth violence.

ACHIEVING IMPACT IN THE MOST DEPRIVED COMMUNITIES

Alongside their dedicated colleagues, Police Now participants are working to create safer communities and build the public's confidence in policing.

They are doing this by tackling entrenched problems and working proactively to reduce the demand unfolding from Anti-Social Behaviour (ASB), as well as traditional and emerging crime types, including cyber-enabled crime, modern slavery and child sexual exploitation.

REDUCING ANTI-SOCIAL BEHAVIOUR

Independently peer-reviewed analysis suggests that the targeted problem-solving work of Police Now participants alongside their colleagues is translating into 'green shoots' of impact in relation to ASB¹⁶.

Drawing on official data from the Office for National Statistics, the analysis compared neighbourhood level trends in recorded ASB across five partner force areas¹⁷ where 2016-2018 National Graduate Leadership Programme participants were posted, versus trends in ASB in communities without a Police

Now participant. Data for the 22 months prior to participants deployment (October 2014 to July 2016) was compared with data for the same 22 months of deployment to control for potential seasonal variation (October 2016 to July 2018).

The aggregate results of the analysis show an 11.7% reduction in ASB in the communities where Police Now participants were posted, and a 7.2% reduction in communities without a Police Now participant¹⁸. In terms of recorded crime, there were no observed differences between the communities with a Police Now participant and those without a Police Now participant. Both sets of communities showed comparable increases over the same time period, most notably in relation to robbery, possession of weapons, vehicle crime, violence and sexual offences in line with national trends¹⁹.

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



¹⁶. 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".

¹⁷. Data from five force partner areas was examined, namely Cheshire Police, Lancashire Police, Thames Valley Police, Metropolitan Police Service and West Midlands Police.

¹⁸. Difference is significant at the 95% level.

¹⁹. Office for National Statistics, Crime in England and Wales for Year Ending September 2018.

Available online: <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2018>.

IMPACT EVENTS

Police Now participants' work is assessed over the course of several Impact Events across our programmes.

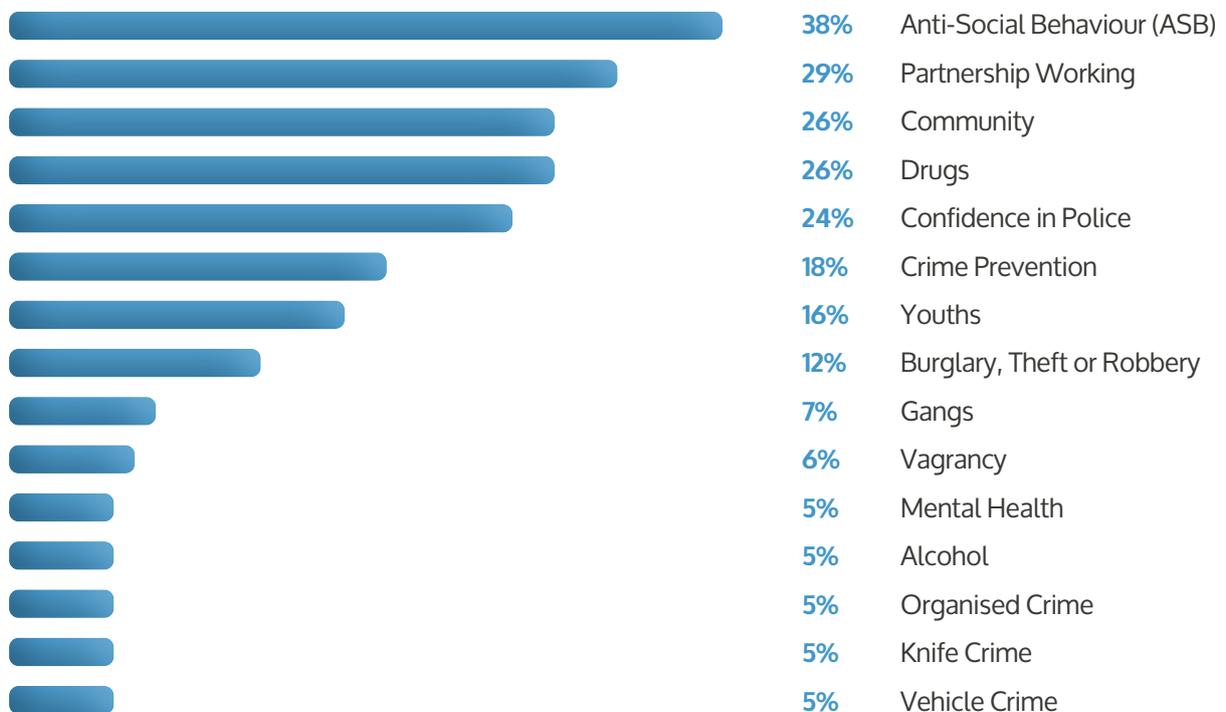
Each officer submits an assignment detailing one of the most impactful things they have done to help reduce crime or increase public confidence. Officers present work on a wide range of subjects, from dealing with ASB and building multi-agency partnerships, to disrupting county lines and tackling serious youth violence.

Participants' work is all recorded and collated on the Police Now Impact Library, a growing collection of 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, for the frontline.

The Police Now Impact Library can be used to analyse how neighbourhood officers are investing their time, with the majority of work focussed on tackling ASB. ASB tends to be concentrated in deprived (predominantly urban) areas and can have a significant impact on the 'quality of life' for residents. Tackling it requires effective partnership working with multi-agency partners and the community, it follows that these are commonly tagged themes²⁰. The work of Police Now participants and their colleagues aligns closely with the traditional aims of neighbourhood policing, namely for the police to work in partnership with the local community to solve problems and prevent crime²¹.

Types of topics on which participants focused their Impact Assessments (2015 - 2019)



²⁰ Data source: Police Now Impact Library, internal 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%).

²¹ Quinton, P. and Morris, J. (2008). Neighbourhood Policing: The Impact of Piloting and Early National Implementation. London: Home Office.



CASE STUDY

ALLEVIATING ASB IN THAMES VALLEY

Police Sergeant Amelia Tanner

Thames Valley Police | Police Now 2016 Cohort

The problem

Within three months of joining the Police Now programme I was posted to a deprived urban area of inner Reading with high levels of ASB. ASB was especially problematic on one street where small groups would regularly gather to drink. This was disturbing and stressful to local residents.

The approach

As part of my neighbourhood policing team we implemented a multifaceted and multi-agency approach including:

- Working with partners to offer alcohol and drugs treatment options for those with dependency issues.
- Street surgeries with residents to build trust in the police and discuss potential solutions.
- Targeted patrols of the area between 6:00 PM – 11:00 PM.
- Hardening of the enforcement of licensing conditions and supporting the council with the introduction of "off-licence watch".

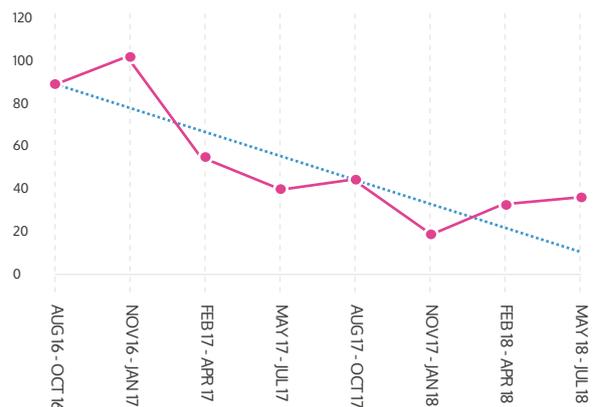
IMPORTANT METHODOLOGICAL NOTE

We remain committed to measuring the impact of participants on crime, ASB and public perceptions of policing in partnership with independent analysts, both as a means of holding ourselves accountable for our activities and informing programme improvements. This is despite the widely acknowledged challenges of measuring impact²³, limited availability of data on public confidence in policing at a neighbourhood level and the challenge of finding well matched comparison communities²⁴.

It is important to note that in the absence of a fully randomised design and without controlling for the other factors, the results presented here preclude any firm 'cause and effect' statements²⁵. The results in this report (and indeed previous reports) should therefore be treated with caution due to limitations with the data and methodology. This includes, for example, that police recorded crime and ASB figures can be affected by changes in recording practices and they only cover the incidents that come to the attention of the police. Further, it is important to note that like all officers, Police Now participants are subject to abstraction and often work on tasks beyond the boundaries of their dedicated neighbourhood area.

The impact

Quarterly reports of ASB during my time on the National Graduate Leadership Programme



Local data suggested a steady decline in the number of reported ASB incidents during my time working with the community on the National Graduate Leadership Programme²².

Although it is difficult to confidently assign this to the work of the neighbourhood team, I was proud to hear from local residents that they felt safer as a result of our work.

22. The data is based on two small areas in inner Reading, otherwise known as Lower Super Output Areas (LSOAs). For more information on LSOA's please visit the Office for National Statistics website.

23. For methodological details and limitations please refer to London Mayor's Office for Policing and Crime (2017). Police Now Cohort 1: Final Evaluation Report.

Available online: https://www.london.gov.uk/sites/default/files/mopac_police_now_evaluation_report.pdf.

24. 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.

Available online: <http://www.police-foundation.org.uk/2018/01/reflecting-mopac-evaluation-police-nows-first-cohort/>. More recent analysis of data from the Index of Multiple Deprivation shows that the areas where Police Now participants work are considerably more deprived than the force average.

25. Put simply, this analysis does and cannot claim that the changes in police recorded crime statistics is a direct outcome of the presence (or not) of Police Now participants. The analysis was unable to control for other factors which could impact reported crime levels such as socio-demographic characteristics and additional, or fewer, police resources in communities during the analytic period.

IMPROVING YOUNG PEOPLE'S CONFIDENCE IN THE POLICE

Previous analysis comparing locations with a Police Now participant found significant improvements in young people's (16-24-year olds) confidence in the police (+17%), exceeding improvements in comparison communities (+3%) over the same period²⁶.

CASE STUDY

COMMUNITY ENGAGEMENT THROUGH SOCIAL MEDIA

Police Constable Ali Paul | Metropolitan Police Service | Police Now 2016 Cohort

Chinatown in London's West End is a vibrant and unique ward.

It has a well-established local Chinese community and tourism to London by Chinese speaking people has been rising significantly over the last few years. At the same time, the number of Chinese victims of crime has been increasing, most notably from pickpocketing.

Up until now, our ability to reach the Chinese community with crime prevention advice has been limited to leaflets. These are typically in English, expensive to produce and time consuming to distribute. My aim has been to provide an official platform through which Chinese speaking people can access timely and reliable information about local policing in a language they understand. 'Weibo' - one of the biggest social media

platforms in China with over 500 million monthly users - offers an opportunity to use the power of social media to increase engagement in both the local and transient Chinese community. This is more cost effective, less time consuming and accessible to anyone with the internet.

To build our reach, a QR code campaign has been planned around the West End to make residents and visitors to the area aware of local crime issues, provide prevention advice, build confidence and strengthen our partnerships with businesses in the West End who already use Weibo as a marketing platform. Any department wishing to distribute crime prevention advice to the Chinese community will now have an efficient and cost-effective way of doing so.

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

"My best moments are always when a resident thanks me for the work I'm doing, or a victim of crime tells me I've made a difference. It can be a difficult job at times and there's no better measure of knowing you are making a difference than hearing it from the people that you are helping."

Police Constable Sophie Duffree | Northamptonshire Police | Police Now 2016 Cohort



COMMUNITY VOICE

“We have seen a massive, positive impact in our school, the pupils’ attitude to her and the police has dramatically improved. Following a joint tour of the school, she has worked very closely with the pastoral staff in the school, the Senior Leadership Team and admin staff in the office in conjunction with parents and pupils’ support. We have also facilitated links with the youth club and other out of school organizations which she has approached. This has created a hugely consistent, supportive approach from the police and the school, which has had a huge impact both in school and in the local community. Her work is invaluable, and I hope that the solid relationship that we have forged will continue and grow further.”

Head teacher of local high school reflecting on the work of a Police Now participant

“The handover procedure created by [participant from Police Now 2018 cohort] has broken down barriers between us and the cops, it is helping to safeguard our patients and we are enjoying the fact it feels like we are working together.”

Liaison Mental Health Team at local hospital reflecting on the work of a Police Now participant

CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT

It's five years since Police Now's first cohort became police officers and our belief, as set out in our Case for Change in 2014, still holds firm.

Since then Police Now has recruited and trained over 1,000 police officers working with police forces across England and Wales. Of those who joined our first cohorts, some have moved into more senior roles in policing, some continue to work in frontline neighbourhood or response policing roles, and some have become detectives. While a number of those who joined policing through Police Now have moved out of operational policing, many into roles aligned to our mission of community transformation, the vast majority of our participants continue to be in frontline policing roles today.

As we have set out in this report, every day we continue to see Police Now's impact in communities and policing, particularly through the work of our participants and their colleagues. There is now clear evidence emerging which suggests that Police Now participants are having a positive impact in communities. The data suggests that communities with a Police Now participant working there are likely to see a quicker reduction in anti-social behaviour than other communities. Similarly, there is data which points to greater improvements in the confidence of young people in the police in the communities where Police Now participants are working when compared to other communities.

Key to Police Now's past has been our constant drive to improve everything we do and focus on contributing as much as possible to the vital mission that policing has. Police Now will only continue to be relevant if we retain our urgency of purpose to

contribute to new ways of policing and the communities we serve. A year ago we set out a series of areas which we were keen to develop. In some areas we have achieved or exceeded our aims, in others we still have work to do.

I am often asked whether I miss operational policing and being a police officer. Of course, the answer is always yes. I miss being on the frontline knowing that what I am doing is having a direct impact on a victim of crime or a community. I miss seeing the knowing look on a suspect's face when they realise how the evidence is stacking up. I miss the camaraderie of being part of, and leading, a team of police officers and staff who all share the same commitment to helping those most in need. But while I will always miss operational policing, more than anything I am proud of our participants, their colleagues, and the HQ team who support them to make a difference in the communities that need us most.

Police Now's Theory of Change hasn't changed since we first proposed the programme in 2013. We continue to strive to bring the very best and most diverse group of people we can find into policing. We focus on developing them as leaders who can have a positive impact in communities through preventative problem solving. We continue to make every effort to create a movement for change in policing and communities and to inspire more ambassadors for the police service throughout our society.

Ultimately, our vision is for there to be a safe environment that enables our most vulnerable and deprived to thrive in a society where demography does not equal destiny. Although we are not there yet, we and many others continue to strive towards that day.

David Spencer
Co-founder & Chief Executive Officer

"Policing has a central role to play in creating a society where people from any walk of life can thrive"

David Spencer | Co-founder & Chief Executive Officer



2019/20 Aim

Achieved

2020/21

Extend Police Now into more deprived and vulnerable communities



In 2019/20, Police Now welcomed five new partner forces (Derbyshire, Kent, North Yorkshire, North Wales and South Wales) to take our number of partner forces to 30.

This year, across our programmes, we recruited and trained 400 participants.

For the first time, we delivered two simultaneous academies, one in Manchester and one in London.

To support the Uplift Programme, Police Now proposes to recruit, train and develop approximately 3,100 officers over the next three years (~700 in 2020/21, ~1,000 in 2021/22 and 1,400 in 2022/23). We look forward to partnering with new forces and welcoming back returning forces. We can only achieve our mission by working effectively with forces and will be working even harder to embed a higher-level of customer focus across our HQ to ensure our activities are geared towards delivering the best possible outcomes for police forces and the communities we serve.

Increase the level of diversity within policing



This report has set out some of the success we have had improving the diversity within policing, with a particular focus on increasing the representation of highly talented women and BAME individuals. Yet there remains much more to do.

Policing has a central role to play in creating a society where people from any walk of life can thrive. As in society, Police Now must continue to ensure in every element of our programmes, every element of our work with partner forces, and every element of our HQ activities that demography does not equal destiny.

Ensuring that in all of our activities Police Now is representative of the communities that we serve and doing more to ensure that all colleagues feel they are welcomed and included once they join the Service. We must enable all of our participants to be able to succeed and to pave the way for others, and this will remain one of our highest priorities in the years ahead.

Contribute to the national demand for detective resilience



Police Now has developed a national external entry detective programme in response to demand from policing and a well-publicised national shortage of investigators.

In 2020/21 we will recruit and develop a second cohort of ~200 detectives, using evaluation findings and feedback from forces to further improve programme implementation.

Develop the Police Now programme within the new Policing Education Qualifications Framework (PEQF)



Police Now's programmes are now underpinned by the new Policing Education Qualifications Framework (PEQF) Degree Holder Entry Programme (DHEP) curriculum and programme specification.

Police Now has partnered with the University of Huddersfield to co-deliver and accredit the course and award the Graduate Diploma in Professional Policing Practice. This means that Police Now participants will receive a formal degree level qualification in recognition of completing our programmes and achieving full operational competence in their force.

Over the coming year we will continue to review and iterate our programmes, whilst sharing key learning from the implementation and accreditation process with our partner forces.

Expand our professional development opportunities at sergeant rank



Our Academies provide a transformation and leadership experience for seconded officers (Stream Managers and Syndicate Leads) who now complete a more in-depth and robust training programme before the Academy to prepare them effectively for their roles.

We have not yet expanded professional development opportunities at the sergeant rank beyond the Syndicate Lead role during the Academies.

Sergeants have heightened potential to lead, instil confidence and role model positive behaviours to those joining the police service. It remains our strong view that professional development at this rank will be crucial to the future development of policing.

Over the coming year we are keen to explore further how we can expand the opportunities we are able to provide to Sergeants.

Become an engine of ideas and innovation for policing



This year our Strategy and Insights Team engaged in a major programme of work pulling together all of our data and insights from recruiting, developing and inspiring leaders in policing over the last 5 years. We have presented findings from this work to colleagues at the Home Office, the College of Policing and the CIPD Police Forum.

We continue to apply quantitative and qualitative research methods and have developed a series of internal dashboards, enabling us to monitor participant performance and well-being in real-time and make improvements to our programmes.

Over the coming year we will continue to share data and practical insights with our partner forces. We will also be publishing a series of thought papers covering topics such as secondments in policing, officer well-being, and the experience of graduate police recruits during their first 2 years in service.

We are also investing in a more sophisticated approach to data analysis and visualisation to ensure that we and the police service are able to derive the greatest insight and benefit from the data that we hold.

THE BOARD

The Police Now Board of Trustees draws on a diverse range of expertise.

The Board, supported by three sub-committees, helps set the strategic and operational direction of the organisation and holds us to account for all of our activities.



Sir Ian Powell | Chair



James Darley



Rhammel Afflick



Dominic Fry



Helen Ball QPM



Louisa Rolfe OBE



James Bowler CB



Bob Rothenberg MBE



Judith Clegg



Jennifer Tsim



Martin Coleman



Lord Simon Woolley of Woodford

To ensure that Police Now participants' voice is represented at all levels, two programme participants currently sit on our Board of Trustees, namely: **Lydia Wong** (Metropolitan Police Service) and **Maggie Ashton** (Northumbria Police).

More information

Visit us online at policenow.org.uk

For general enquiries, contact hello@policenow.org.uk

To become a Police Now partner force, contact forcepartners@policenow.org.uk



"We believe that Britain's most challenged and disadvantaged communities need the very best police officers. The impact that a well-trained, well-supported, enthusiastic and bright cohort of individuals can make is immense, transforming both communities and policing."

Police Now Case for Change 2014

THANK YOU

Our sincere thanks to each of our participants and policing colleagues who work with incredible bravery, resilience and compassion every day to transform some of the most vulnerable communities across England and Wales.

We would also like to say a massive thank you to each of our force partners and the Home Office for your continued belief in our mission. The unwavering support you provide to all the participants on our programmes and also the regular feedback you provide us with to ensure that we can continue to improve and maximise the impact of our activities is crucial.

Thank you also to 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. All have been crucial to the development of our National Graduate Leadership Programme over the past five years and more recently, the rollout of our National Detective Programme.

We are incredibly grateful to our HQ staff who embody our mission and values, working with courage and creativity each day to support the policing sector and inspire change. Similarly, we are thankful to our Board and Board Committee members, who continue to balance their other significant commitments to voluntarily help inspire and drive our strategic goals.

APPENDIX

Summary of key research and evaluation activities to date

2015	Independent longitudinal evaluation of 2015 cohort experience and impact by the Mayor's Office for Policing and Crime
2015	Impact evaluation of 2015 cohort based on independent and audited data sources
2016	Independent evaluation of the 2016 cohort experience by UCL and Birkbeck University
2016	Translation of Evidence Based Policing into Practice, co-authored with independent academics
2016	Impact evaluation of 2016 cohort based on independent and audited data sources
2017	Internal longitudinal evaluation of 2017 cohort experience
2018	Internal longitudinal evaluation of 2018 cohort experience
2019	Internal longitudinal evaluation of 2019 cohort experience
2019	Internal evaluation of Academy experience and progression
2019	Workforce Insights: our learning recruiting and developing officers' over the last five years – shared with partner forces
2019	The value of secondments in policing
2019	Police-academic collaboration, published in Policing
2019-2021	Independent evaluation of 2019-2021 Detective pilot programme by Canterbury Christ Church University

POLICE:NOW

INFLUENCE FOR GENERATIONS



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