



Insight and data from five years of Police Now recruiting,  
training and developing graduates in policing  
(2015 – 2019)

22<sup>nd</sup> July 2019

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# Introduction and Context

## This document shares insights from the data Police Now has gathered and analysed over the last 5 years

- Police Now gathers and analyses data across our programmes, including on recruitment, participant experience and attitudes, force satisfaction, retention, performance at assessment and training, and line manager reviews of participants.
- Police Now also analyses data on crime and confidence in the communities where officers are posted to understand their potential impact and help drive improvements in programmes.
- As a data-driven organisation operating within and across the policing landscape, Police Now is able to provide data and insights, particularly in the areas of recruitment, training and leadership development.
- Police Now is constantly reviewing the data and insights available from its work over the last five years and will publish updates to this in due course.
- Police Now is also keen to share the data broken down to force level where possible. Should Chief Officers be interested to examine this level of data and insight forces should make contact with the Police Now team.
- This paper aims to share some of our learning to date for the benefit of the sector, across the following three areas:

**Attraction and  
Recruitment**

**Participant Experience  
and Performance**

**Potential for Impact in  
Communities**

# Police Now was created by policing to support policing with a mission to transform communities

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

Police Now was created by police officers who believed that there was potential value for the police service and the communities policing serves to recruiting, training, and developing police officers in a number of different ways to the traditional approaches.

It was the view of the original team that the fact that you live in a poor area shouldn't increase the likelihood of you fearing, being a victim of, or becoming involved in, crime. Unfortunately, all of these hold 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.

With the support of the Metropolitan Police Service and the Home Office a small number of PCs, Sergeants, and Inspectors created Police Now – many of whom continue to be involved in the programmes today. The first cohort of sixty-nine individuals on Police Now's Leadership Development Programme started in July 2015 in London.

By 2019 twenty-nine of the police forces in England and Wales had partnered with Police Now, with 307 participants joining the Leadership Development Programme in the fifth cohort. By the end of 2019 Police Now will have recruited and developed over 1,000 police officers across England and Wales, over half of whom would not have considered a policing career but for Police Now. As of the summer of 2019 ~90% of those recruited by Police Now continue to be police officers on the frontline across the communities of England and Wales.

2019 has also seen the launch of Police Now's Detective Programme, launched with 8 forces nationally and receiving ~4,000 applications for 90 places on the programme. The first Police Now Detective Academy starts in September 2019.

# Police Now approaches recruitment and training in a different way to how the service has done in the past

Recruitment	Training	Deployment	Alumni
<p><b>New audience:</b> Focus on individuals who have not previously considered a policing career.</p> <p><b>Highly competitive:</b> For our national graduate leadership development programme we had 8,580 applicants for 2019.</p> <p><b>Two year initial expectation:</b> In line with evidence about modern career expectations, a two year programme rather than a focus on purely a 30-35 year career</p> <p><b>Changing the narrative:</b> Focus on community transformation and changing the story rather than more traditional images of police recruitment, e.g. blue flashing lights</p> <p><b>Quick process:</b> Application to conditional offer in 6-10 weeks</p> <p><b>Improve the status of police careers:</b> Previously 83% of graduates had never considered a policing career with 66% believing it was a 'waste of their degree'</p>	<p><b>High intensity priming:</b> Summer Academy initial training is 6 weeks with 11 hour days vs. 12 weeks with 7 hour days on standard course, with intensity primes officers for pressures of frontline policing</p> <p><b>Operational leaders:</b> Exceptional officers taken from frontline for 8 weeks rather than using existing trainers. Use experts from inside and outside policing as Visiting Fellows.</p> <p><b>Focus on transformation and leadership:</b> Critical thinking, problem solving, communication, building resilience prioritised</p> <p><b>Day 1 Academy exam:</b> Expectations set with exam completed on day 1</p> <p><b>Blended learning:</b> Cutting edge e-learning course on legislation and procedures</p> <p><b>Feedback:</b> Instant electronic feedback for speakers, including for senior and high-profile speakers</p>	<p><b>Problem solving:</b> Deployed as neighbourhood police officer with geographic responsibility for 2 years</p> <p><b>Post Academy:</b> One-to-one mentoring with high performance officer for 6-8 weeks following Summer Academy – rather than 10 weeks on standard course</p> <p><b>Results:</b> Participants present every 100 days about the impact they have had on confidence and crime, with a focus on evidence based problem solving – shared online on PN Impact Library enabling best practice, sharing, and reflection</p> <p><b>Skills sessions over 2 years:</b> Mind management, evidence based policing, communication and cyber-investigation</p> <p><b>Coaching:</b> Each participant allocated Police Now Leadership Development Officer (LDO)</p> <p><b>100 Day Personal Development Plan:</b> Developed with LDO to focus on impact on crime and confidence</p>	<p><b>A connection for life:</b> As opposed to a job for life</p> <p><b>Exit options:</b> Provide options for exit from policing – for those that leave focus on honourable exit and remaining productive member of the policing fellowship</p> <p><b>Partnerships:</b> Relationships in and beyond policing critical to enabling participants to consider breadth of options in and beyond policing</p> <p><b>Secondments:</b> Every participant has opportunity to spend 3-4 weeks away from the frontline during their 2 years to broaden their outlook and share knowledge and reality of frontline neighbourhood policing – 25% with corporate partners, 15% with HMG and 50% in other policing units</p> <p><b>Encourage re-entry in future:</b> Through Direct Entry programmes and other more flexible routes (only enabled by much needed regulation change)</p>

# Attraction and Recruitment

## 2. Attraction and Recruitment

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

- In 2018 the number of graduates hired by large organisations increased by 4.3% from the previous year, and is expected to have risen substantially in 2019, with vacancies this year estimated to have risen by 9.1%. The largest recruiters of graduates are the accounting and professional services sector and the public sector.
- The leading research organisation in the graduate recruitment sector shows that in 2019 (surveying ~20,000 final year students):
  - 58% of final year students were women, reflecting a long term trend that more women are entering higher education than men.
  - 25% of final year students identified as Black, Asian or Minority Ethnic (BAME) with 75% identifying as 'White' (although a proportion to not have a right to work in the UK following their studies).
  - 10% of finalists qualified for free school meals or stated that their family had income support.
  - 43% of finalists stated that they wanted to work for a 'major national or international company' upon graduation.
  - The top 5 industries that graduates want to work for (i.e. policing's main competition in the graduate market) are:
    - Management Consulting
    - Law firm
    - Civil Service
    - Advertising, PR or Marketing
    - Further study
  - At present, just 15% of finalists stated 'government or public sector' as their preferred role upon graduation.
  - The national average starting salary expected by finalists is £25,200.

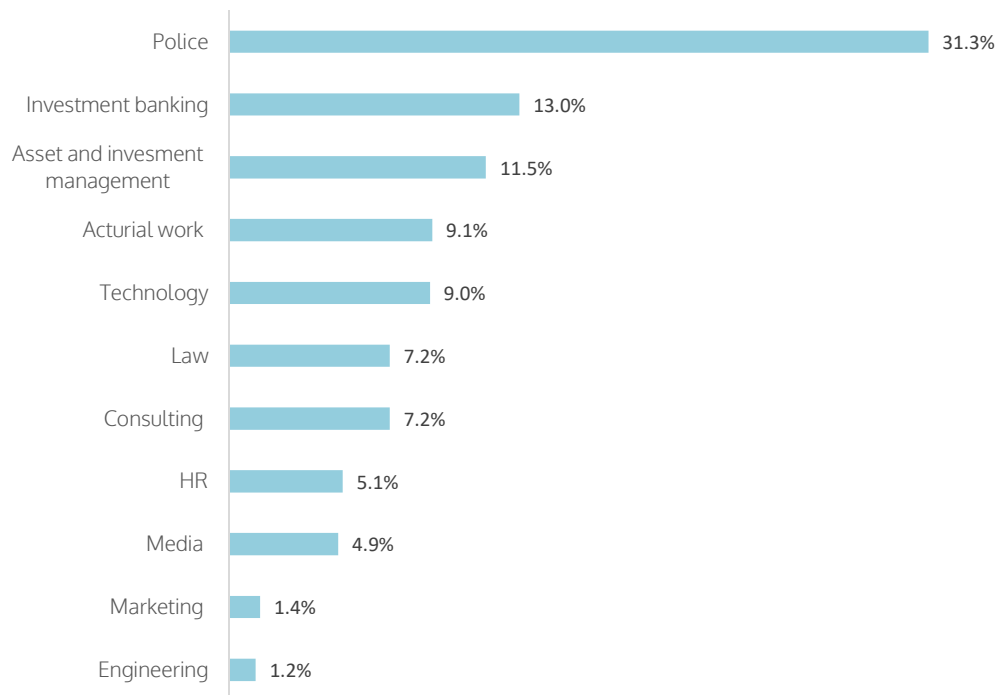
Data source: Leading market research company that samples 20,000 final year students in 35 leading universities.

See also: Sanctuary Graduates (2018): How to overcome the problem of graduates reneging on their offers: <https://www.sanctuarygraduates.co.uk/overcome-problem-graduates-reneging-offers/>

## 2. Attraction and Recruitment

# Policing appears to have the potential to become an increasingly attractive career for graduates

**Increase in graduate applications by sector (2019 versus 2018)**



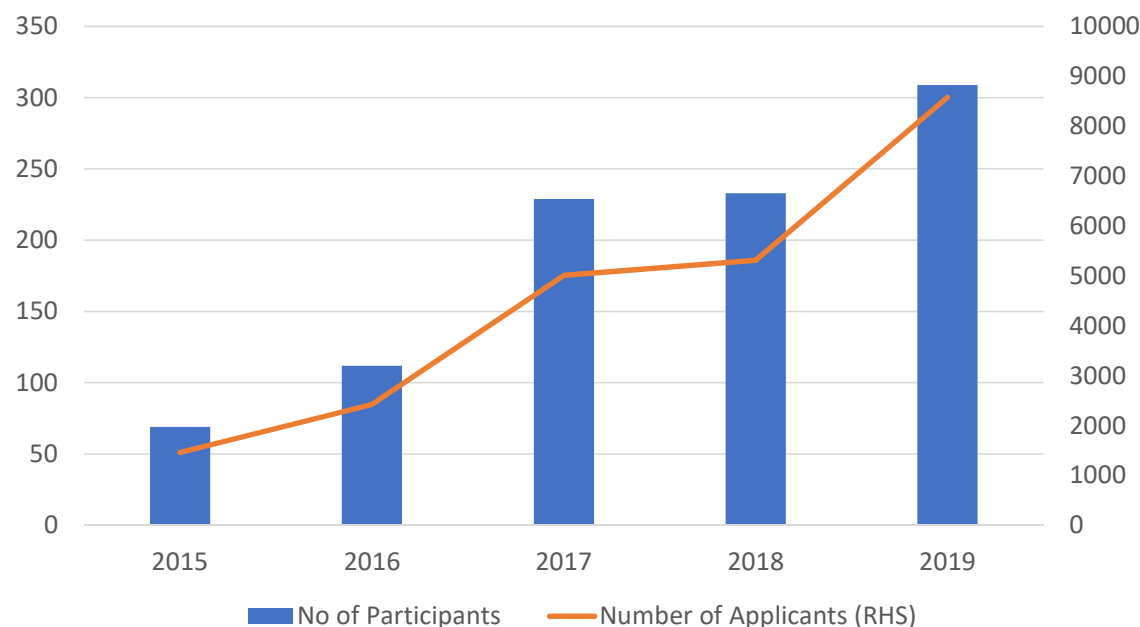
- In 2014, Police Now commissioned research with the leading graduate recruitment organisation which showed that only 5% of surveyed final-year graduates at leading universities were considering a career in policing.
- Recent research shows that applications to a policing career (using Police Now applications as a proxy for policing as a whole) increased by almost a third in the last 12 months, the highest increase of any career sector.
- This increase in applications could be driven by both supply (policing offering more roles) and demand (graduates demonstrating more interest) factors.
- On the demand side, the most recent campaign for Police Now's National Graduate Leadership Programme attracted 8,580 applications for ~300 places (see next slide). Of eligible applications for the 2019 programme, two-thirds were from career changers and one third finalists.
- Police Now's National Detective Programme attracted 3,992 applications for ~90 places in the pilot year.

Data source: Leading market research company that samples 20,000 final year students in 35 leading universities

## 2. Attraction and Recruitment

# Police Now has seen applications to the Leadership Development Programme increase eight-fold since 2015

Number of Applicants and Participants to PN Leadership Development Programme



Nearly one in three people aged 65+ worry about being affected by crime.

Join us.  
Change the story.

**National Graduate Leadership Programme**  
Apply by 15th February

Their mums were scared to leave the house at night too. Nothing's changed. The same tough neighbourhoods, the same threatening people, the same bad feelings. This is the world as it stands. But there are ways out.

Police Now is a **two-year programme** that offers top graduates the opportunity to become Police Officers and transform communities. Not just for people today but for generations to come.

Police Now recruits into 19 forces nationwide, including the Metropolitan Police Service. The challenge is unique. The environment is high paced and you can lead the change here [policenow.org.uk](http://policenow.org.uk)

Apply now to start in July 2017

**POLICE:NOW**  
INFLUENCE FOR GENERATIONS

## 2. Attraction and Recruitment

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

Graduates career motivations	Important
Being challenged and stretched on a day-to-day basis	94%
Having a good social life through work	91%
Having genuine responsibility from day one	90%
Having a job that allows you to 'give something back' to the community	83%
Being part of a structured graduate training and development programme	81%
Working towards a professional qualification	68%

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

Data source: Leading market research company that samples 20,000 final year students in 35 leading universities

## 2. Attraction and Recruitment

A targeted marketing strategy using a range of channels is key to attracting those who might not otherwise choose policing

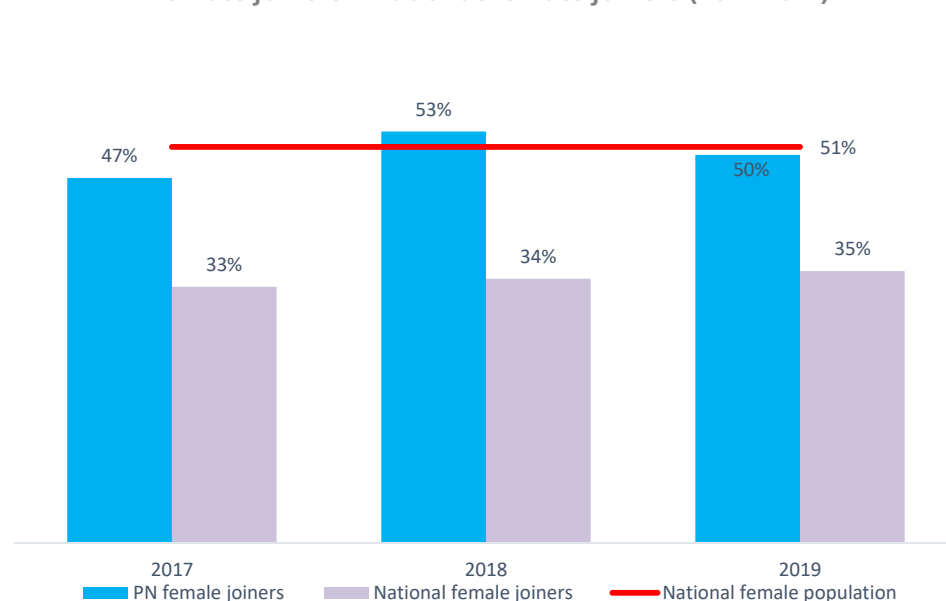
Channels driving applications in 2019	%
Online advertising/career search	31%
Police Now marketing	24%
Word of mouth/referrals	23%
Partner organisations	10%
University Careers Services	8%
Graduate Directories	3%

- To successfully target individuals who might not otherwise have considered a policing career it is necessary for marketing campaigns to actively target media channels and university courses with higher BAME audiences. Examples by Police Now and forces include using case studies, ensuring a good representation of diversity to provide role models for the applicants we are targeting, and targeting 'influencers' (for example parents) as well as potential applicants.
- 58% of those who joined the National Graduate Leadership Programme in 2018 were not planning on joining the police before hearing about Police Now.
- 23% of applicants stated 'word of mouth' or personal referrals. This suggests a growing awareness of policing (using Police Now as a proxy) in the graduate market, potentially linked to the fact that Police Now entered The **Times Top 100** graduate employers and The **Guardian UK 300** for the first time in 2018 (Graduate Directories).
- **The offer of professional development opportunities and flexibility are also key:** when our 2018 intake of participants were surveyed in 2018 61% cited professional development opportunities as the primary reason for applying to Police Now, with 31% citing the flexibility to leave or remain in policing after two years (n=222).

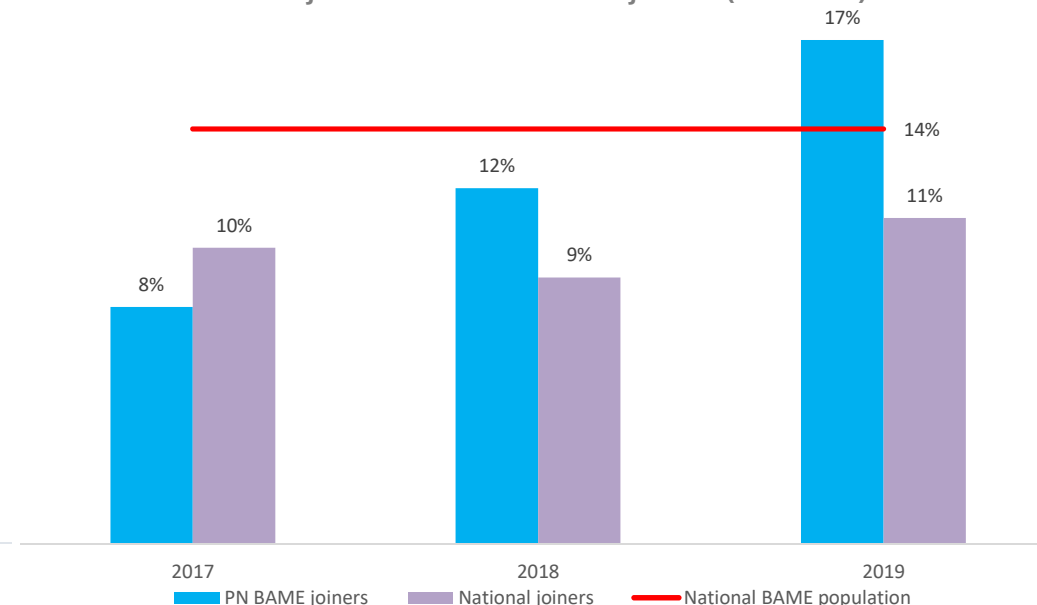
## 2. Attraction and Recruitment

With the right programme, the graduate market has the potential to help address the under-representation of BAME and female officers

PN female joiners v national female joiners (2017-2019)



PN BAME joiners v national BAME joiners (2017-2019)



**Note:** 2019 national data extrapolated as not yet available

Data sources: Home Office (2018) Police Workforce Data Tables, High Fliers research, Police Now applicant tracking system data

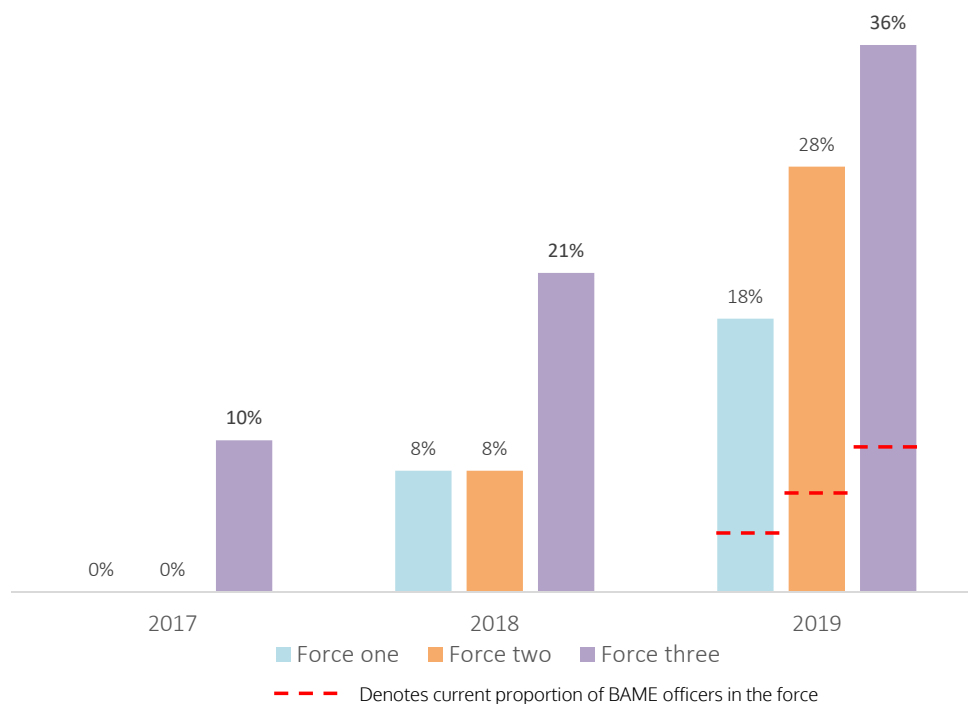
Gender - 2017 (5009 applications, 3780 eligible, 1865 female; 330 total offers of which 164 female; 229 hires of which 108 female) 2018 (5312 applications, 4290 eligible, 2187 female; 233 total offers of which 124 female; 233 hires of which 124 female) 2019 (8580 applications, 6696 eligible, 3507 female; 435 total offers of which 234 female; expected 309 hires of which 155 female).

Ethnicity - 2017 (5009 applications, 3780 eligible, 617 BAME; 330 offers of which 31 BAME; 229 hires of which 18 BAME) 2018 (5312 applications, 4290 eligible, 621 BAME; 233 offers of which 46 BAME; 233 hires of which 27 BAME) 2019 (8580 applications, 6696 eligible, 1137 BAME; 435 offers of which 87 BAME; expected 309 hires of which 53 BAME).

## 2. Attraction and Recruitment

# Early evidence would suggest that to attract an ethnically diverse candidate pool requires year-on-year sustained recruitment

Comparison of three large partner forces –  
Police Now BAME joiners year on year

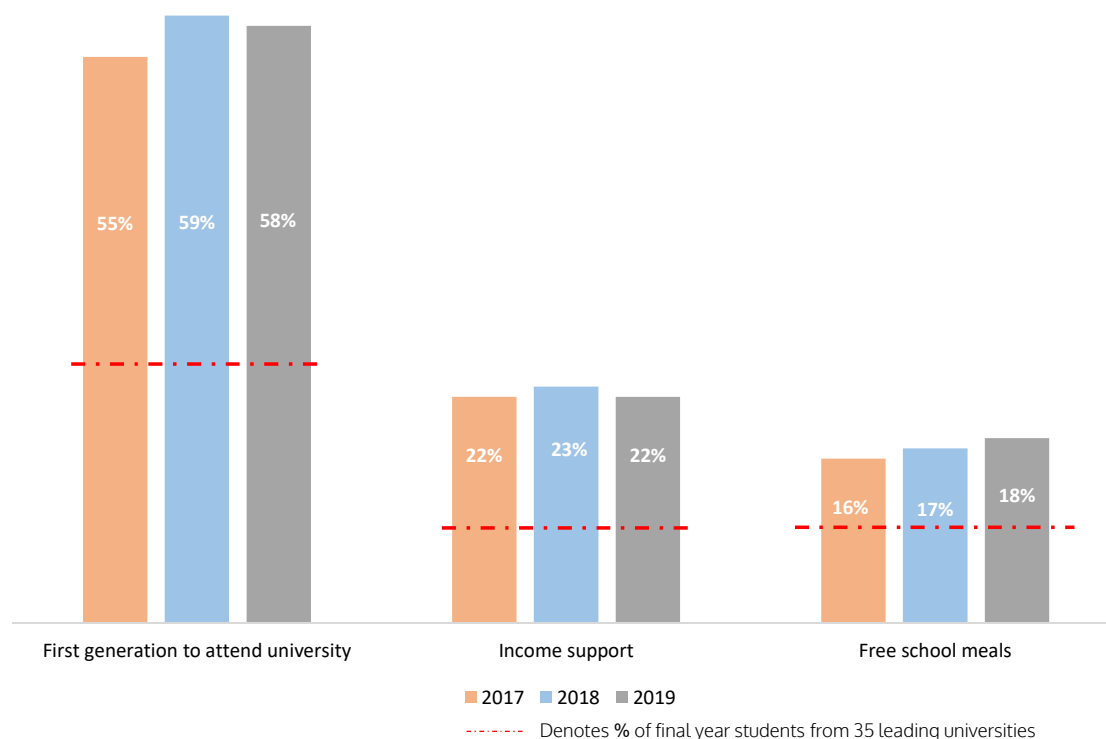


- There is some evidence to suggest that a sustained year-on-year recruitment (in this case through a Police Now partnership) can result in an increase in the number of BAME participants on the programme for those forces.
- This appears to be due to the existence of a consistent and targeted attraction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

Data source: Police Now National Graduate Leadership Programme recruitment data 2016-2019.

## 2. Attraction and Recruitment

# A highly able applicant pool can be attracted to policing without compromising on social mobility

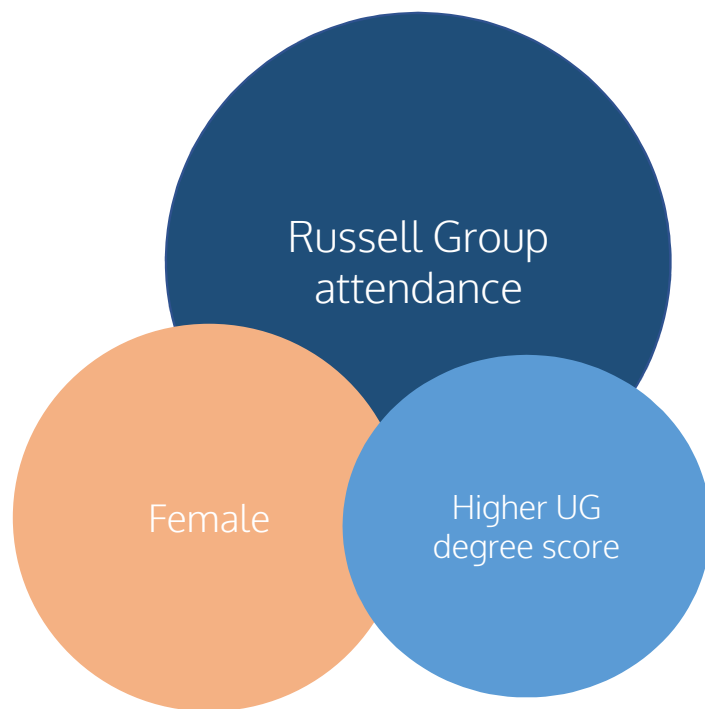


- More students than ever before are going to university, many being the first in their families to do so. Despite progressive increases in tuition fees within the university sector this does not appear to have impeded the proportion of applications from families receiving income support or free school meals.
- Research by the market leading graduate careers research organisation with 20,000 final year students in 2019 shows that **28%** of finalists were from the first generation to attend university and **10%** of finalists qualified for free school meals or stated that their family had income support.
- For each social mobility metric we have seen an upward trend in offers over the past three years.

## 2. Attraction and Recruitment

# Women, Russell Group graduates and those with a 2.1 or above are most likely to be successful at assessment centre

### Characteristics likely to predict success at Assessment Centre



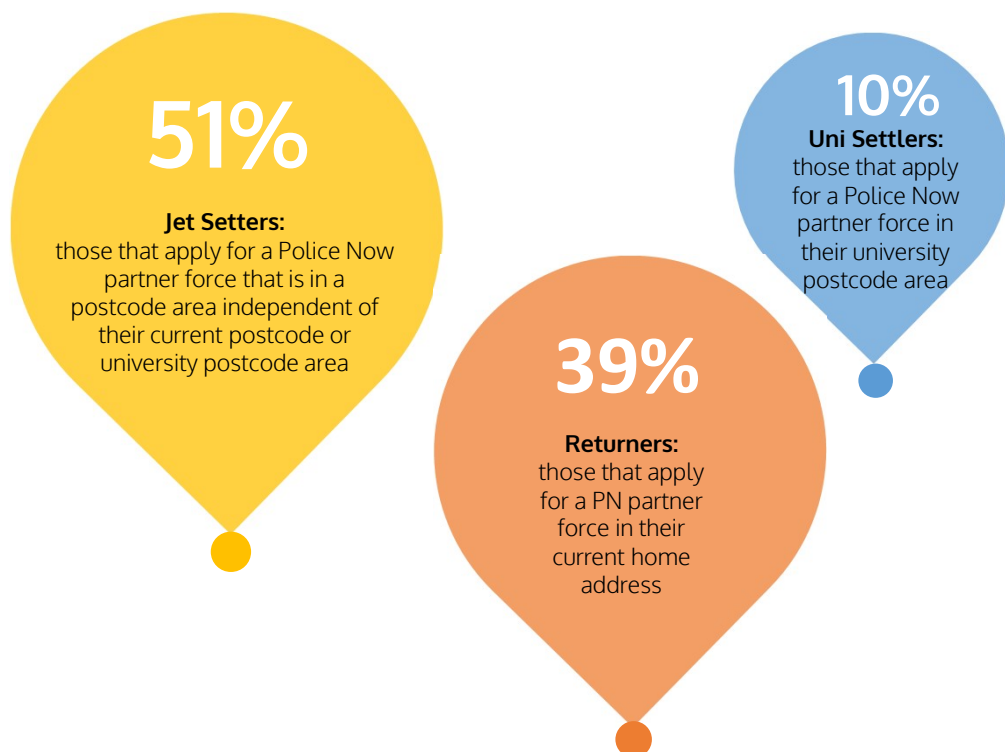
- Regression modelling of average performance at a Police Now Assessment Centres suggests that higher average performance is associated with the following characteristics (in order of effect size):
  1. Attendance at a Russell Group University
  2. Female candidates
  3. Candidates with higher-undergraduate degree grades
- These results are not statistically significant at the traditional level ( $<0.5$ ), but do indicate how policing may be able to better target investment towards candidates more likely to succeed in the application process given the traditionally high levels of applicant to appointment ratios seen in policing (for example a large metropolitan force recently quoted a 10:1 conversion rate).
- This consideration, however, should be balanced against broader recruitment goals, such as increasing the diversity of the workforce given BAME groups are underrepresented within Russell Group universities.

Data source: Internal analysis of Police Now National Graduate Leadership Programme recruitment data for 2015-18 cohorts, n= 561

Notes: The regression model was statistically significant to the 99% level however only explained 1.6% of the variance in measuring average performance. These results should be treated as indicative results.

## 2. Attraction and Recruitment

A national brand awareness campaign may increase access to the widest pool of applicants as half of participants move to a new area



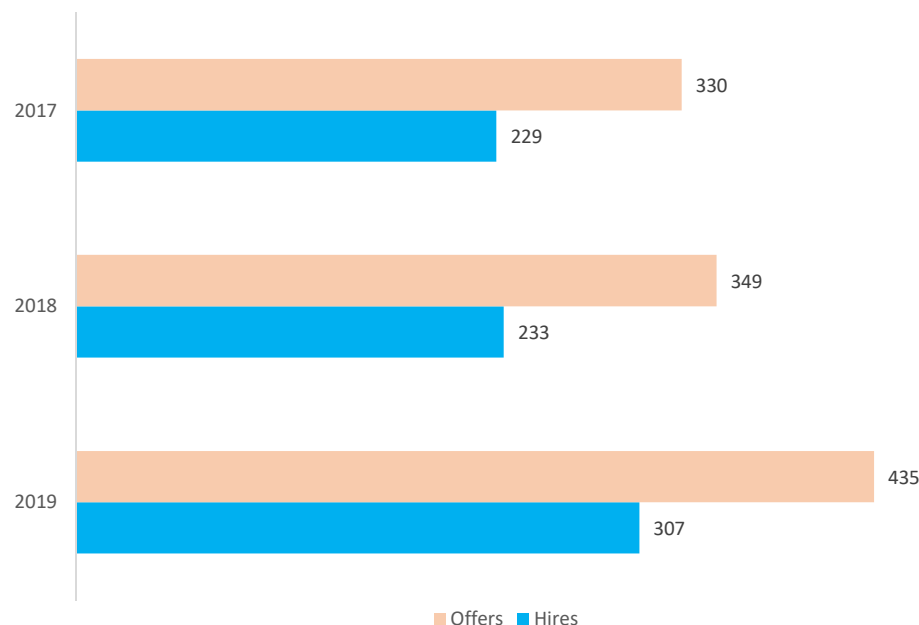
- Police Now's national campaign widens the talent pool for individual forces, with half of participants applying to a force that is not in their home or university area (based on postcode analysis on application).
- Typically, graduates are more likely to move than career-changers, who have more established local networks.
- Within the overall graduate market, there is a pull towards London with 30% of graduates moving there within six months of graduating, based on analysis by WPI Strategy (2018).
- A leading graduate survey found that although only 17% finalists live in London, for 46% of all finalists their preferred location for the first job is London.

Data source: Police Now internal analysis of National Graduate Leadership Programme recruitment data 2016-2018, n = 454, with first cohort excluded due to recruitment only for MPS and weighting towards MPS controlled by randomly selecting candidates for this force at the median level for each year. It is important to note that Police Force Area does not directly align with postcode areas, each police force area was mapped by whether or not a post code area fell within it, therefore there may be a larger margin of error for those police force areas that only cover a small amount of that post code.

## 2. Attraction and Recruitment

In common with other organisations and sectors, in a competitive marketplace large numbers of applicants turn offers down

**Police Now offers made versus candidates hired (2017-2019)**



- In common with other graduate recruiters **Police Now over-offers by 30%** to secure talented individuals – the impact of candidates turning offers down across the sector therefore significantly increases the cost of recruitment for talented individuals.
- Controlling for a range of factors, regression analysis of Police Now's 2016-2019 recruitment data found that in the context of policing:
  - **BAME candidates are twice as likely to decline conditional offers**
  - **Candidates that attended a Russell Group University are three times more likely to decline an offer**
- This suggests that BAME and Russell Group candidates are in particularly high demand, or may be facing certain crossroads which are preventing them from accepting an offer to join policing, and requires even higher levels of investment to attract these individuals.
- Recruitment process **speed**, high levels of **candidate care**, tailored communication and **positive action** are key to limiting reneging and ensure that under-represented groups choose policing over our competition. Policing has traditionally not provided candidates with a high quality of customer service with an approach that candidates should bend to the needs of the force being common.

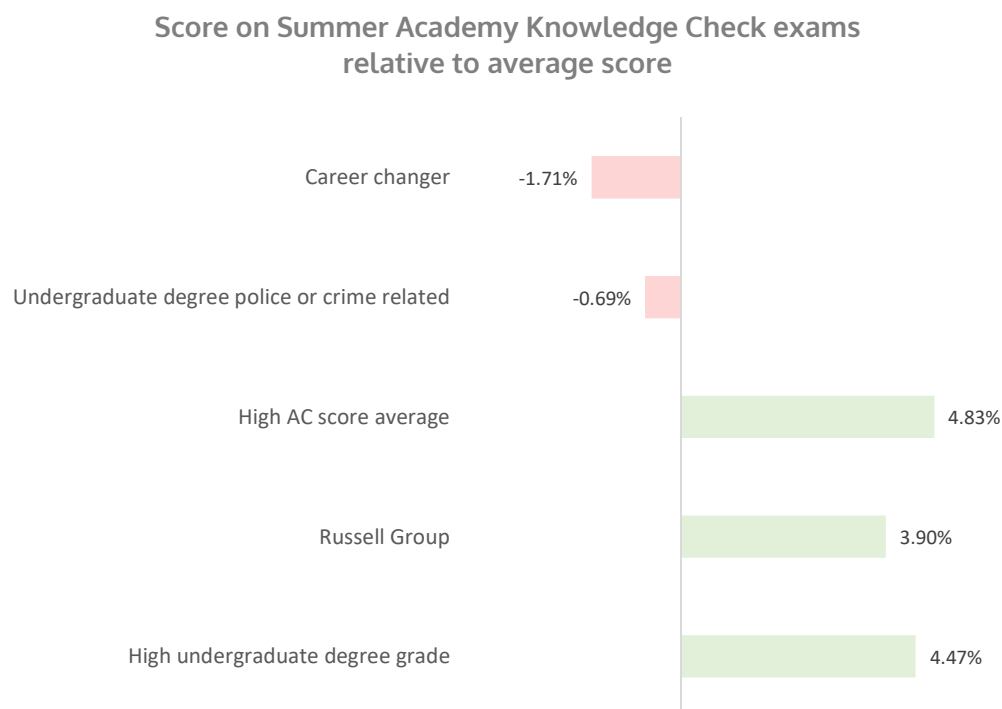
Data source: Police Now National Graduate Leadership Programme recruitment data 2016-2019; ISE 2018 2017 – 330 offers, 229 hires. 2018 – 349 offers, 233 hires. \*2019 - 435 offers, predicting 308 hires.

Note: 2019 national data extrapolated as not yet available

# Participant Performance and Experience

### 3. Participant Performance and Experience

## Strong academic performance and higher assessment centre scores are likely to result in better scores in initial training assessments



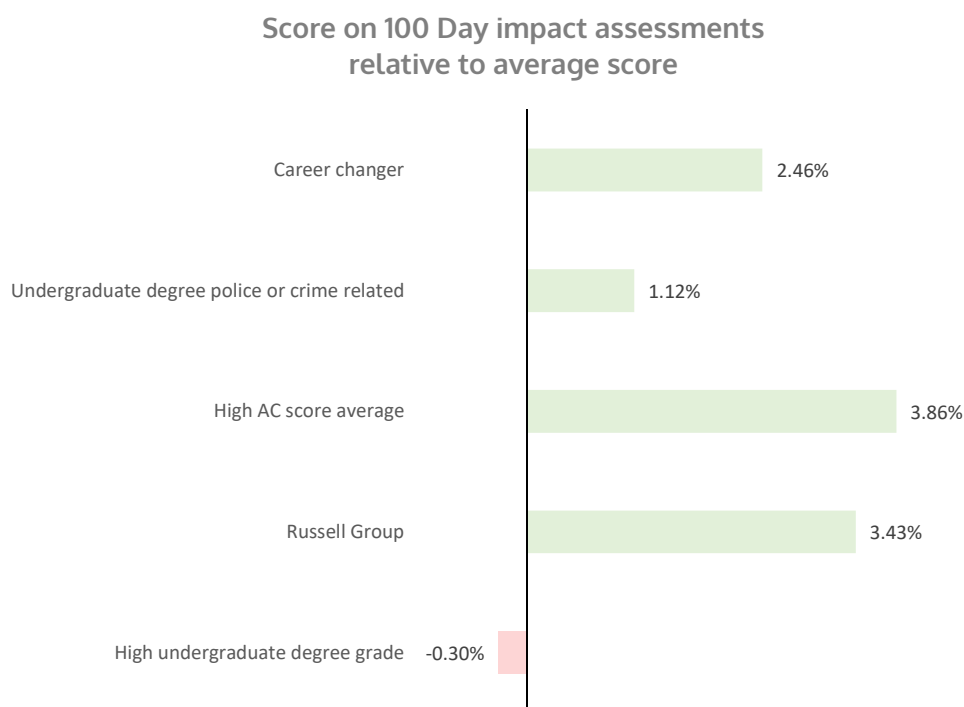
- Regression modelling of average performance in Knowledge Check examinations during the Summer Academy initial training indicates that those with stronger academic performance and better scores at the Police Now Assessment Centres achieve better results.
- The lower scores of career changers may be attributable to the gap since these candidates were last required to undertake academic revision.
- Another hypothesis is that those with police or crime-related undergraduate degrees may presume they need to do less revision to achieve results.
- Within the context of the PEQF and the academic pressures on probationary police officers, recruiting candidates with stronger academic backgrounds is likely to result in higher levels of success, lower failure rates in training, and lower abstractions for resits.

Data: Police Now National Graduate Leadership Programme recruitment and programme performance data, n= 457

Notes: whilst the model is statistically significant at the 99.9% level, it only explains 7% of the variance in measuring high average performance, albeit low explanatory power in regressions within the social sciences are common.

### 3. Participant Performance and Experience

## Strong performance during the assessment centre is the strongest indicator of good performance during the first two years service



- Participants attend five 100 Day Impact Events over the course of the two-year National Graduate Leadership Programme, during which they are held to account on the impact they are making in their communities.
- Participants have been formally assessed by Police Now at these events (transitioning to a higher education institution under the PEQF), covering elements analysis, application of the evidence base and communication. We have used these assessments as a proxy for in-role performance.
- Regression analysis using average scores from the 100 Day assessment process suggests that a **high average AC score is the strongest predictor for performance in the 100 Day assessment** – this holds positive implications for the recruitment process.
- Our analysis suggests that career-changers do noticeably better during the 100 Day assessment process than they do (on average) in the Summer Academy exams. This suggests that they have either adjusted to the rigour of the assessment standards or that the assessment types for the 100 Day assessment (oral presentations, short videos, blog posts, and academic style posters) suit them more than the examination-style knowledge checks during the Summer Academy.

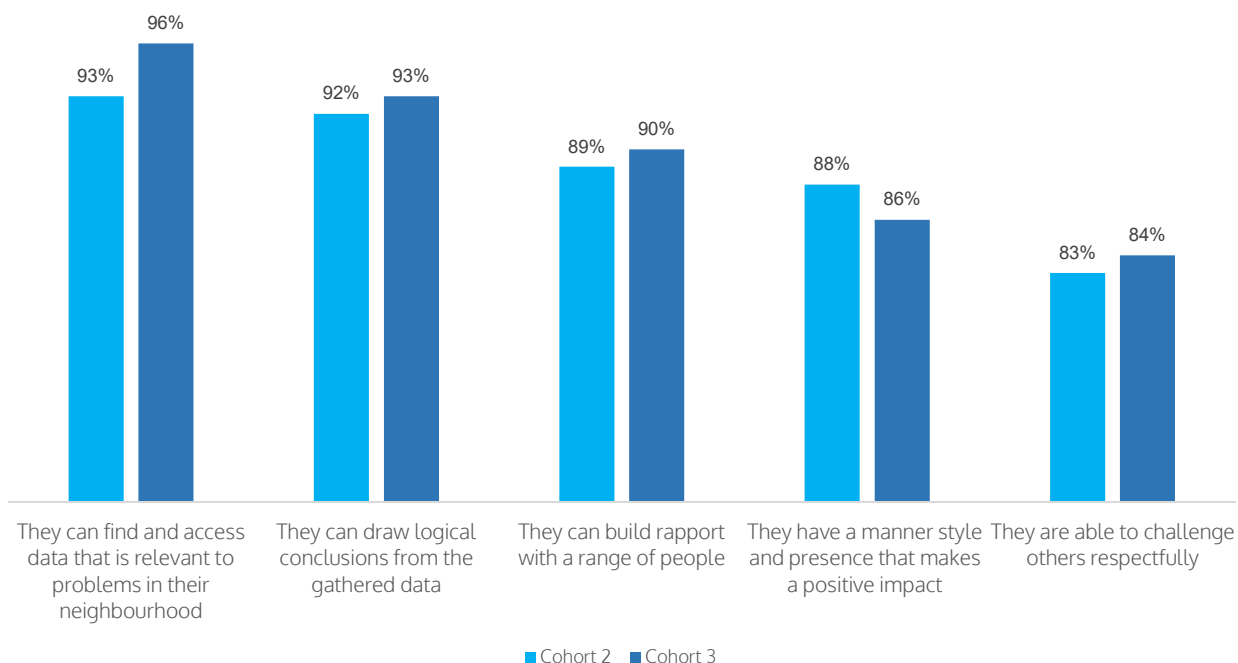
Data: Police Now Participant 'One-Stop' Data (POD 2016-2018), n= 322 – cohort one removed due to their 100 day assessments being marked out of a different score.

Notes: the model is statistically significant at the 99.9% level, however it only explains 12% of the variance in measuring high average performance, albeit low explanatory power in regressions within the social sciences are common.

### 3. Participant Performance and Experience

## Line manager feedback on participants suggests PN graduates are particularly strong problem-solvers and communicators

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



- Police Now requests **360 feedback** from participants' line managers and colleagues who work around them.
- Based on a longitudinal study of police recruits first four years in an English police force, Charman (2017:272) explains that 'the cultural narratives of new recruits to the police service reveal a shift in emphasis\*', one that is moving further away from the law-enforcing crime-fighter and more towards the '**problem-solving communicator**'.
- The **aggregated results** presented here provide some support for the conceptualisation of new recruits as 'problem-solving communicators'.
- Evidence suggests that **effective problem-solving, supported by meaningful engagement with the public and targeted at ASB can help build confidence** in policing (see MPS Confidence Model in appendix).

Data source: Police Now 360 degree aggregated feedback data Cohort 2 (n=123 of which 46 were line managers and 77 colleagues) Cohort 3 (n=260 respondents of which 88 were line managers and 172 colleagues)

\*Charman (2017:339) argues, 'old characteristics appear to become further buried (e.g. the 'blue-code of silence and 'crime fighting') and new characteristics begin to take shape (e.g. the blue code of self-protection', compassion, communication)'.<sup>22</sup>

### 3. Participant Performance and Experience

## Evidence suggests PN graduates are mainly receptive to using the evidence base to solve problems in their communities

Cohort 3's net helper scores for application of EBP in workplace



- Independent research suggests that Police Now graduates are **highly-receptive to the principles of EBP** and advocates of SARA problem solving techniques
- An independent examination of Police Now's first cohort of participants' **understanding of EBP** was found to be **comparable with those at the rank of Superintendent and above** (MOPAC, 2017).
- Feedback from Police Now's 2017 cohort (see Hough and Stanko, 2018 and graph), suggests that internal beliefs are of primary importance to getting officers to apply EBP, with line managers (sergeants) also playing a crucial role.
- Not knowing where to find evidence, not understanding what is meant by evidence and the demands of the job are key factors hindering the application of EBP amongst recruits – **key learnings to be considering in implementing the PEQF.**

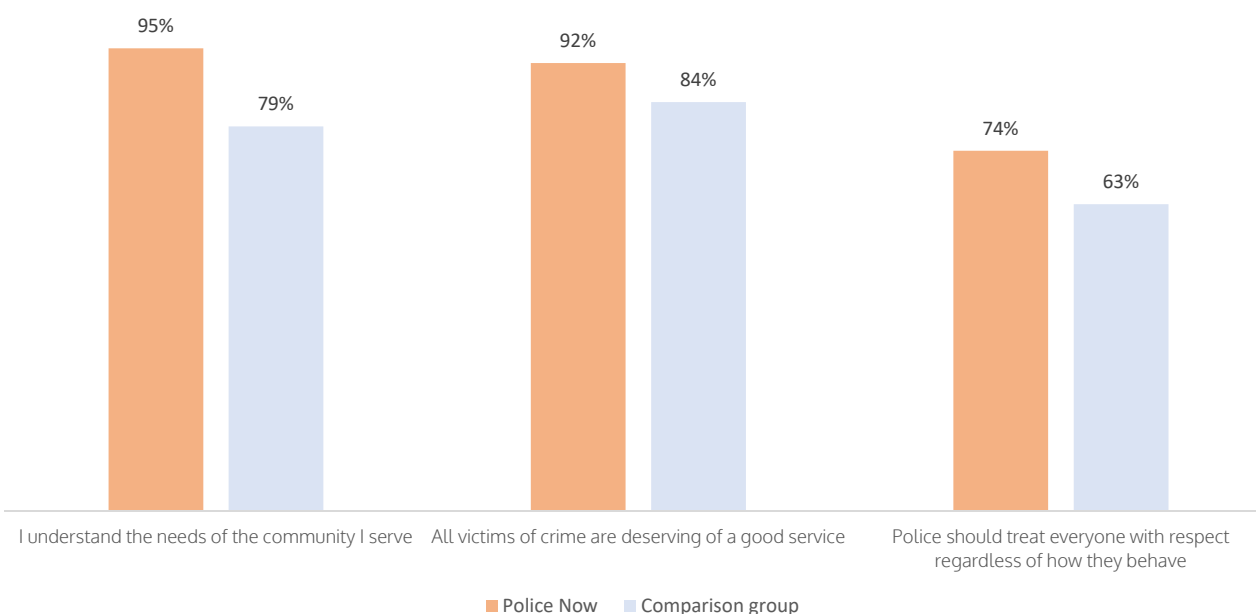
Source: Hough, M. and Stanko, B. (2018). Developing an evidence-based police degree holder entry programme. MOPAC (2017). Police Now Cohort 1, Final Evaluation Report.

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

### 3. Participant Performance and Experience

## PN graduates report strong alignment to serving the public and the virtues of procedural justice that underpin public confidence

Independent research examining the attitudes of PN officers toward serving the public versus comparison group

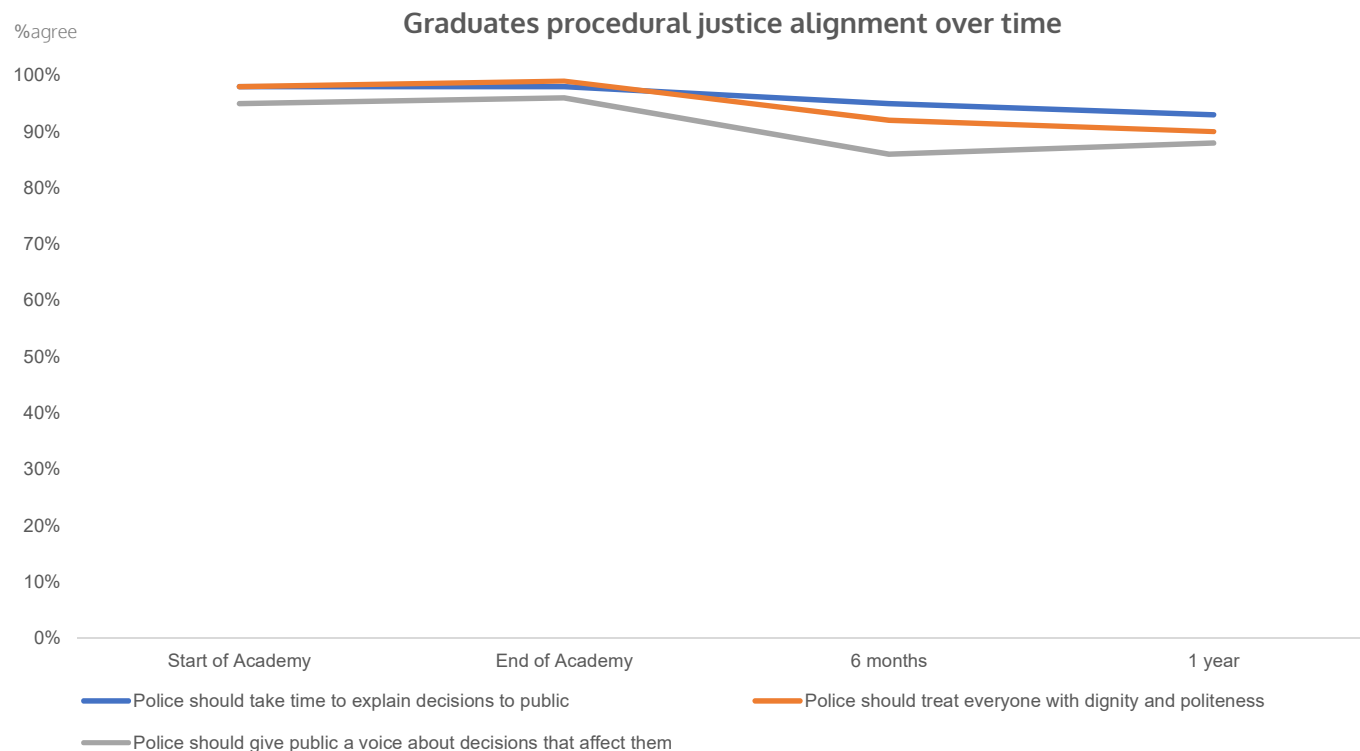


- A growing body of literature shows that procedural justice is key to improving police-community relations and wider perceptions of legitimacy, key goals of the neighbourhood policing model (e.g. Jackson et al. 2013; Mazerrolle et al. 2013).
- Independent evaluation of Police Now indicates that **graduates hold more favourable views toward procedural justice and serving the public** than a comparison group of officers (MOPAC, 2017).
- This is some evidence perhaps that graduates can help build support for procedural justice policing within the sector and ultimately help policing develop stronger relationships with the public.

Source: MOPAC (2017) Evaluation of Police Now's first cohort: final evaluation report.

### 3. Participant Performance and Experience

## Longitudinal data shows PN graduates have a strong alignment to procedural justice albeit with a slight drop off over time

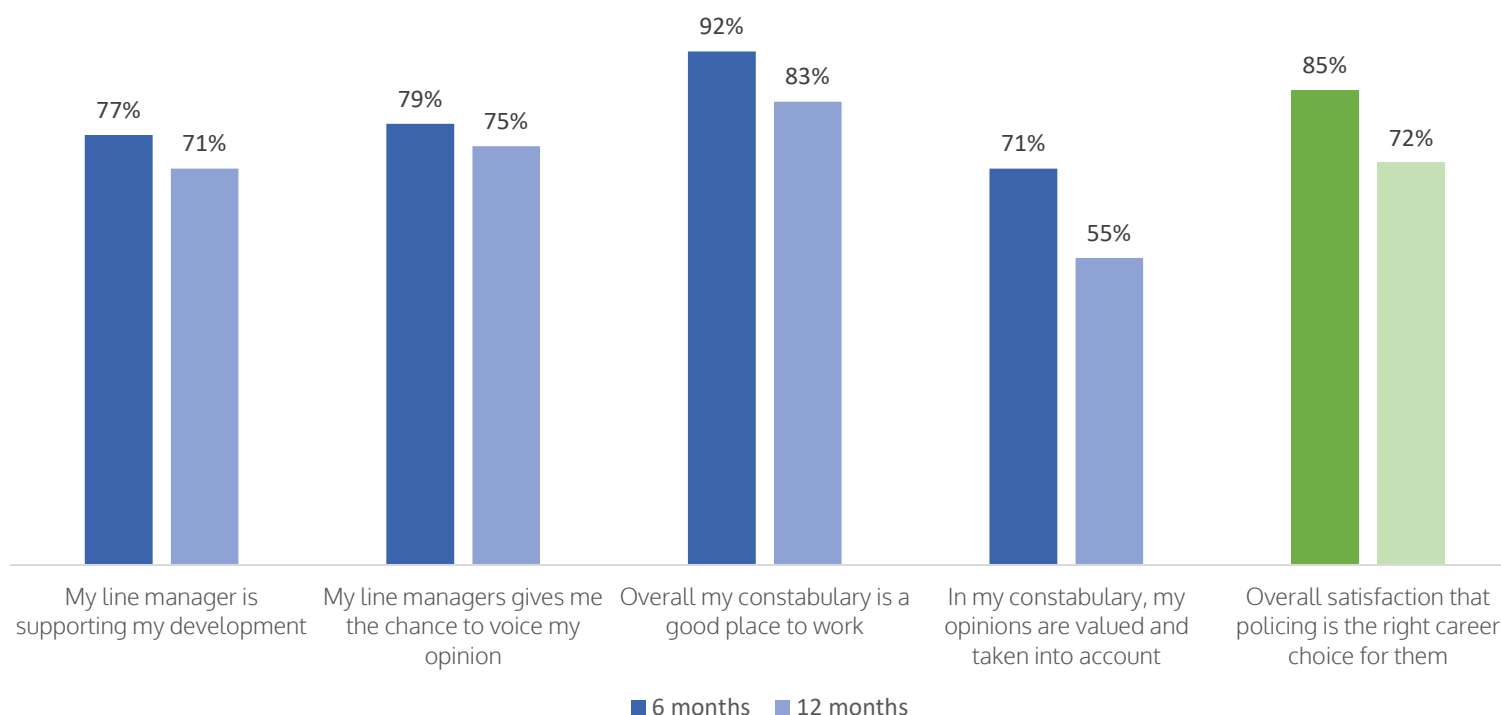


- The positive trends in procedural justice alignment are reflected in longitudinal surveying of participants.
- Research in Australia has found some evidence to suggest that younger recruits are more likely to advocate the use of procedural justice in everyday practice, although exposure to the operational environment can change these attitudes (Bond et al. 2015).
- The analysis of longitudinal data does shows a slight drop off in attitudes toward procedural justice over time, particularly as participants are immersed into the field. This is consistent with other research (Bond et al. 2015; Charman, 2017; MOPAC, 2017)
- Our leaning suggests the need for **continuing professional development** in the areas of communication and other core interpersonal skills are essential to sustain procedural justice alignment over time.

### 3. Participant Performance and Experience

## Perceptions of whether a force is a good a place to work and whether their views are valued predict officers' career choice satisfaction

Experience and satisfaction of graduate recruits at 6 and 12 months in post



- Regression modelling shows that the strongest predictive factors of participants' satisfaction with their career choice are their perceptions of how good a place their constabulary is to work and if their constabulary values their opinions and takes them into account (both shown to be statistically significant).
- The findings align with wider research which highlights 1) a strong association between organisational justice and officers' role commitment 2) declining attitudes over time due to the challenging nature of policing and police culture.

Data source: Police Now Participant Experience Survey (n = 220 at 6 months, 105 after 12 months as of July 2018)

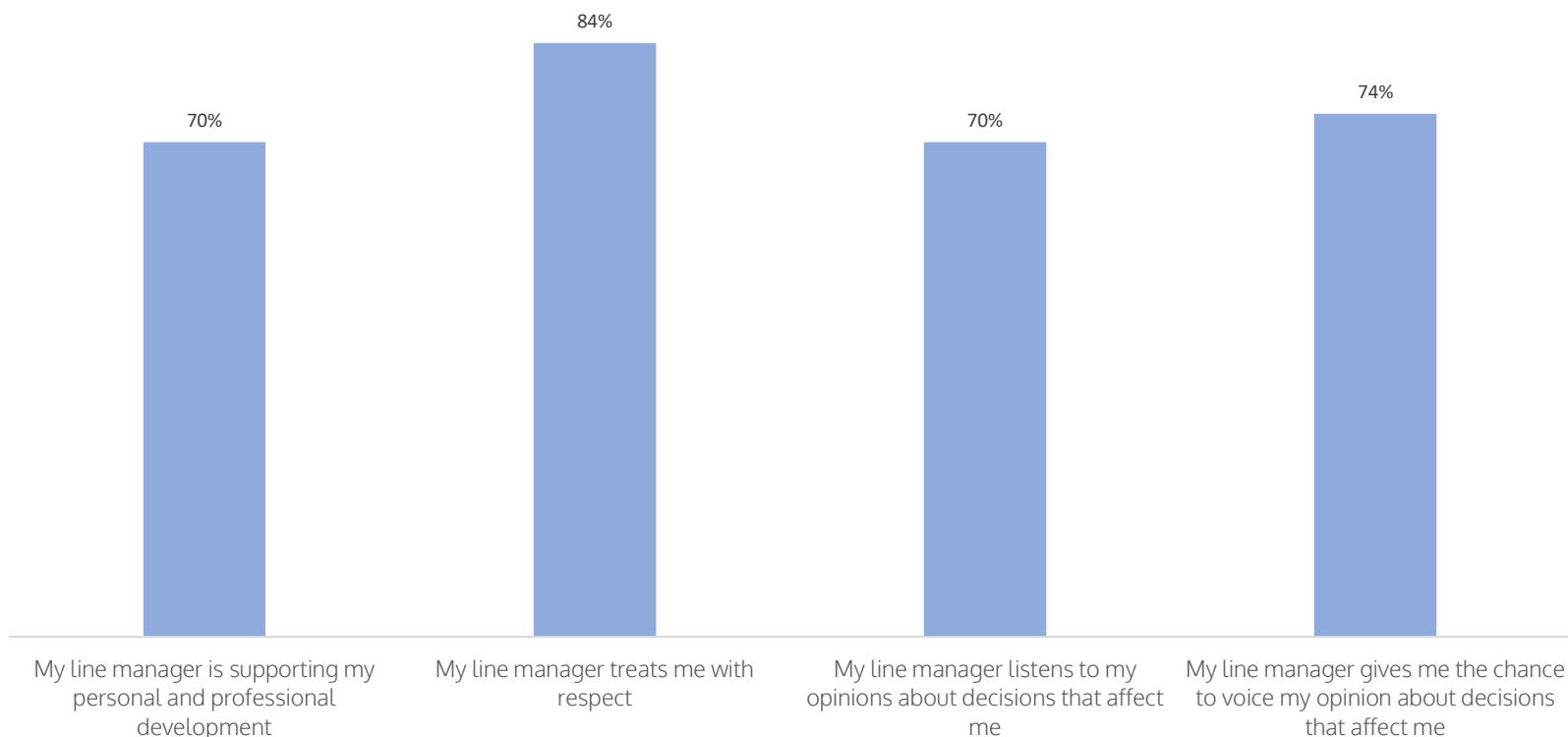
The regression model explained 30% of the variance in participants overall satisfaction rating, and was statistically significant to the \*\*\* level.

For summary of research applying theories of organisational justice see Quinton et al. 2015. For longitudinal research on the job attitudes of police recruits see Charman, 2017; Fielding, 1988; MPS, 2015; Van Maanen, 1975)

### 3. Participant Performance and Experience

In the main, PN graduates are positive about their line managers, although negative experiences have a very significant impact

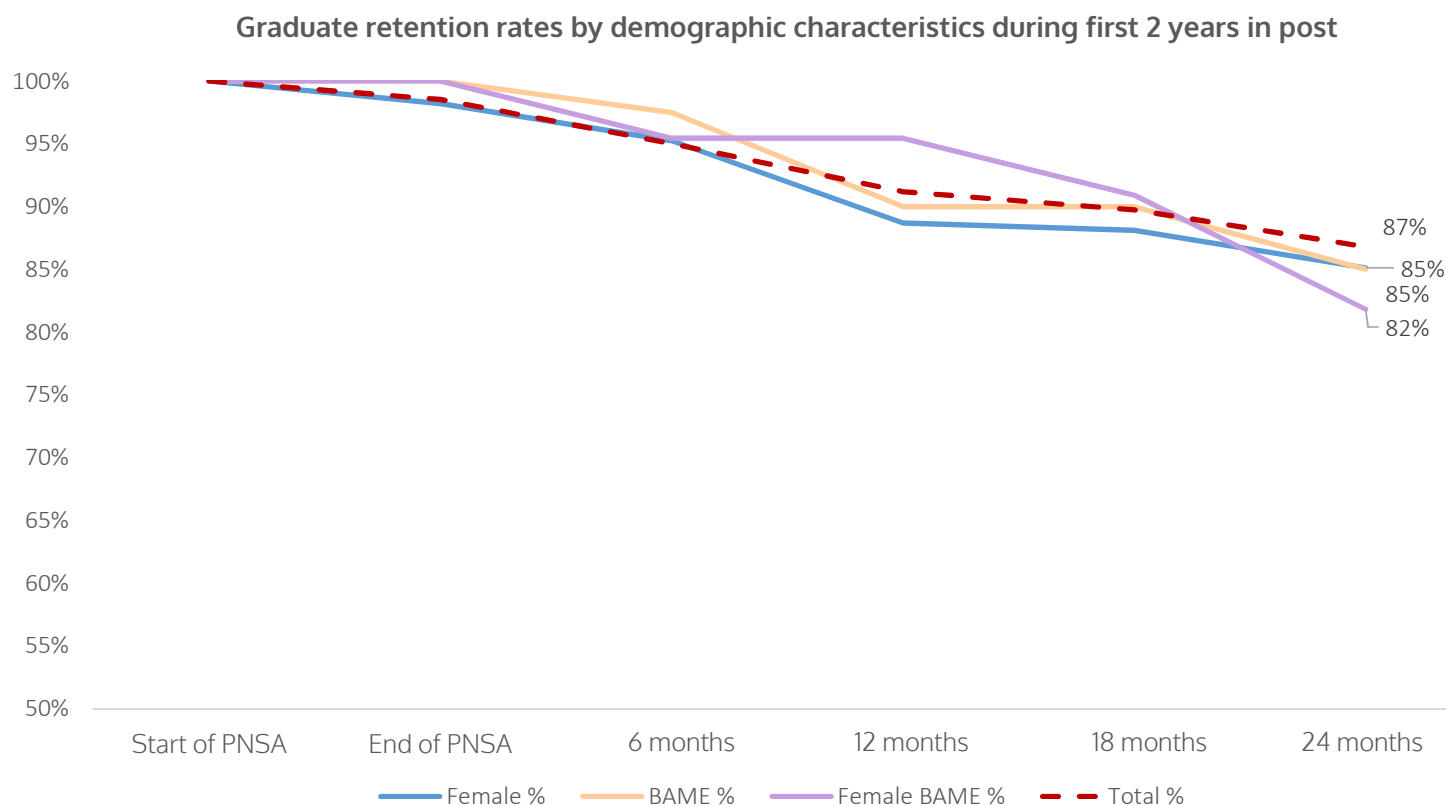
Participants' assessment of line managers after 1 year on programme



- Line managers are crucial to the development and performance of new recruits. Feedback from those that have left the programme suggests a negative line management experience is a key driver of attrition.
- After one year on the programme, ~two-thirds of participants' feel that their line manager is supporting their personal and professional development, listening to them and giving them a chance to voice their opinion, factors which we know correlate with their satisfaction with their career choice.

### 3. Participant Performance and Experience

## Overall retention rates of PN graduates are broadly consistent across groups and very similar to other current routes into policing



- The average retention rate at the end of the Police Now Graduate Leadership Programme is 87%.
- The overall retention rate is consistent with data from a large force (with an average retention rate of 88% at the two year point), despite the fact that over half of Police Now participants had not previously considered policing as a career.
- Trends are consistent over time by gender and ethnicity, with no significant differences observed in attrition between groups.
- Our data suggests that BAME female officers are slightly more likely to leave policing within 2 years, however these percentages should be treated with caution given the relatively low sample sizes at the time of the reporting.

Data source: Police Now National Graduate Leadership Programme recruitment data 2016-2019. Data based on 2016 and 2017 cohorts combined.

#### 4. Potential for Impact

# Potential for Impact

#### 4. Potential for Impact

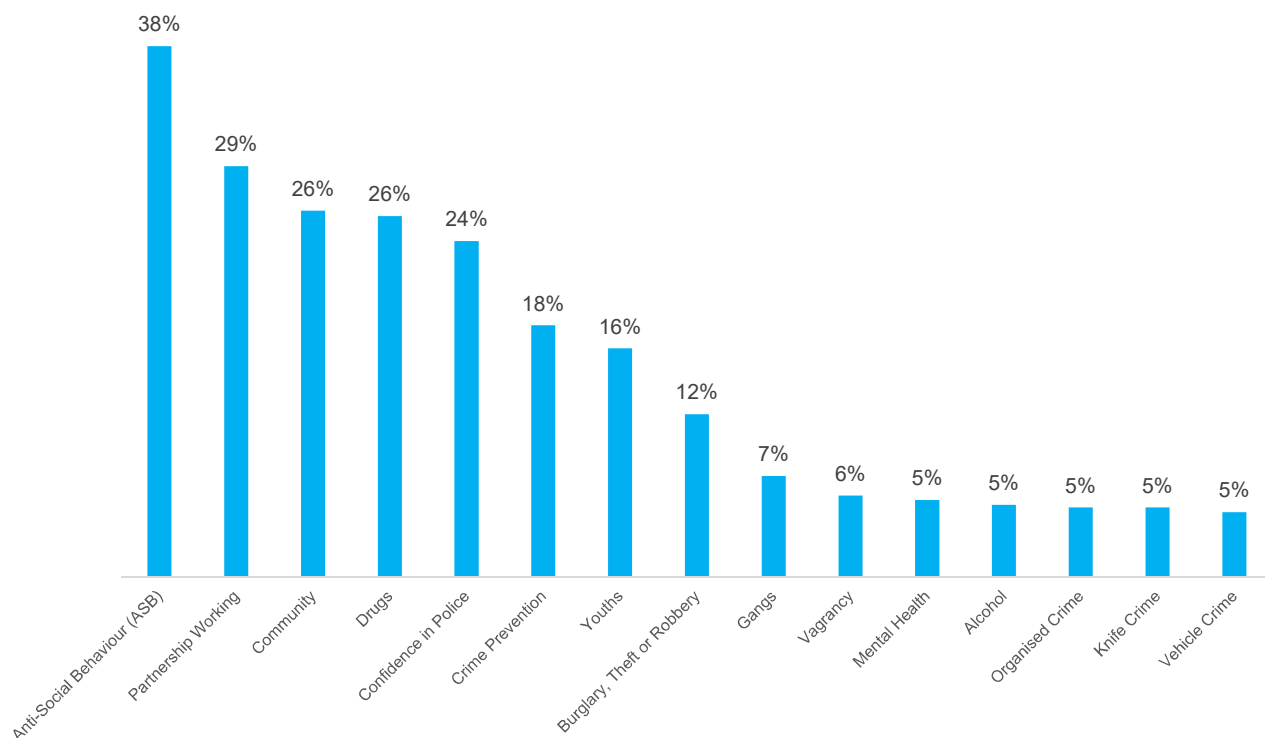
Over the last 5 years Police Now has made progress in a number of areas within policing and communities

Recruitment	Training	Deployment	Alumni
<p><b>Accessing a different pool:</b> 58% of participants would not have applied without Police Now (2018 cohort)</p> <p><b>Academic performance:</b> 88% of participants awarded a 2.1 or above (2019 cohort)</p> <p><b>Social mobility:</b> 14% were eligible for free school meals, 53% were the first in their family to go to university (2019 cohort)</p> <p><b>Recognition:</b> Won over 20 awards for recruitment campaigns, out-performing all competitors including organisations with much larger budgets</p> <p><b>Increasing awareness:</b> Police Now in Times Top 100 graduate employers and Guardian Top 300 employers</p> <p><b>Diversity:</b> &gt;50% female participants each year, in 2019 BAME recruitment is 20%, multiple awards for diversity and inclusion</p> <p><b>Recommendation:</b> 8 of 10 participants would encourage other graduates to join PN (compared to 5 out of 10 on previous policing graduate schemes)</p>	<p><b>Recognition:</b> Best L&amp;D programme in the public/third sector (CIPD) and Best Graduate Scheme (Personnel Today)</p> <p><b>Line manager rating:</b> 92% of participants rated by line manager as good or excellent compared with comparison peers (2015 cohort)</p> <p><b>Local commanders:</b> Consistent positive local commander feedback, e.g. "Police Now officers are a country mile better than officers I receive through any other route"</p> <p><b>Participant experience:</b> 75% participants satisfied with training, echoed by Syndicate Leads – "the last 8 weeks have completely changed who I am for the better"</p> <p><b>Approach adopted:</b> Parts of PN curriculum adopted by new national police officer curriculum.</p> <p><b>Procedural justice:</b> Participants more likely to believe everyone should be treated with same level of respect than comparison groups (11% higher)</p>	<p><b>ASV rates:</b> Indications of a positive differential in ASB rates between PN communities and comparison communities (-11.7% v -7.2%)</p> <p><b>Public confidence:</b> Increase in young people's confidence in policing by 17% in 15 months where PN officers deployed (vs. 3% in independently-matched comparison locations) (see appendix)</p> <p><b>Police treatment:</b> Increases in indicators that police treat everyone fairly (+10%), understand community issues (+10%), approachable/friendly (+11%) &amp; helpful (+13%)</p> <p><b>Deprivation and vulnerability:</b> Problem solve in most vulnerable and deprived areas; PN officers in 50% of London's most deprived communities</p> <p><b>100 Day Impact Events &amp; Impact Library:</b> &gt;1,000 items of frontline problem-solving on Impact Library</p>	<p><b>Retention:</b> 90% of all participants recruited currently still in policing</p> <p><b>Secondments:</b> Participants having the opportunity to complete secondments with Home Office, PA Consulting, Centrepont, Marks &amp; Spencer, and a range of other organisations across the private, public and charitable sectors</p> <p><b>Fast-track promotion:</b> Over 10% of successful fast track applicants in 2019 from Police Now (5 out of ~40). PN participants 25 times more likely than other police officers to be on fast track</p> <p><b>National Investigators' Exam:</b> 3 of the 30 exceptional scorers were PN participants (10% despite making up only 1% of exam entrants) and participants average pass mark was 17% higher than overall national average (2016)</p>

#### 4. Potential for Impact

## PN graduates are focusing their time on addressing anti-social behaviour and partnership working within neighbourhood teams

**Types of topics on which participants focus their 100 Day Impact Assessments (2015-2019)**



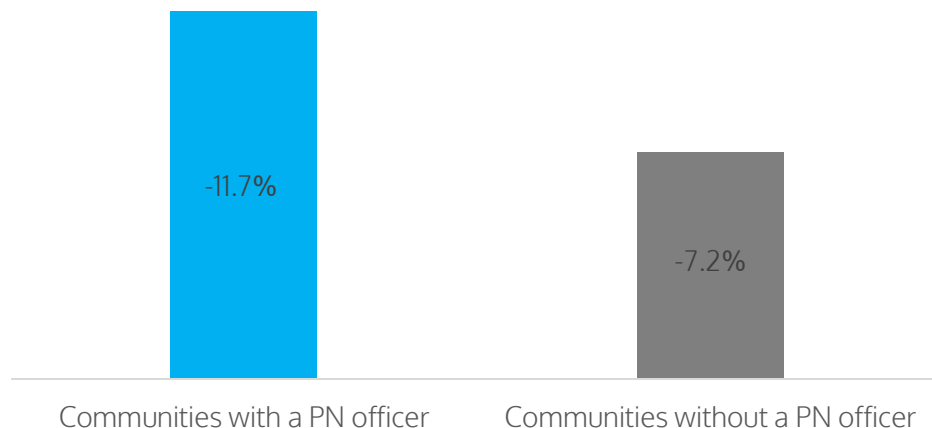
- Analysis of the Police Now Impact Library can be used to observe how neighbourhood officers are investing their time, with key themes focussed on ASB (38%), drugs (26%) and young people (18%)
- The work of Police Now participants and their neighbourhood teams aligns very strongly with the aims of neighbourhood policing - i.e. for the police to work in partnership with other agencies and citizens to solve and prevent local crime and disorder and to build the public's confidence in policing.
- ASB tends to be concentrated in deprived (predominantly urban) areas, and can have a significant impact on the 'quality of life' for residents in this area. Tackling it requires effective partnership working with multi-agency partners and the community, it follows that these are commonly tagged themes.
- Building confidence, tackling drug related crime and working with young people also feature as some of the most common issues being addressed.

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%)

#### 4. Potential for Impact

## Recent analysis suggests this may be translating into 'green shoots' of impact in relation to anti-social behaviour

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



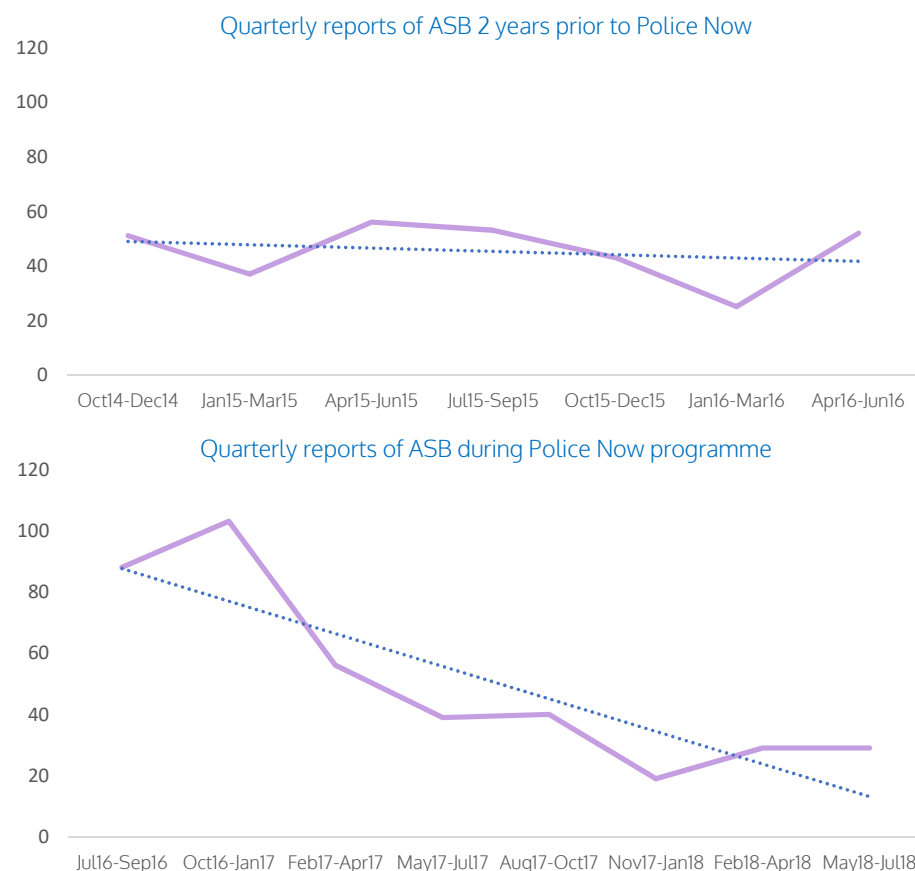
- These results should be treated with caution due to the limitations of this analysis. For example, there are several issues with recorded crime statistics (e.g. that do not include crimes not reported to or discovered by the police). In the absence of a fully randomised control design the results preclude any 'cause and effect' statements.
- Trends in ASB were analysed using data from five partner force areas (Cheshire, Lancashire, Thames Valley, West Midlands and MPS) over participants' 22 month deployment period (Oct 2016 – July 2018) to the 22 months prior to the cohort joining the programme to control for any seasonal variation (Oct 2014 – July 2016)
- The independently peer-reviewed results show an 11.7% reduction in ASB in the communities where Cohort 2 Police Now participants during their 22 month neighbourhood posting (Oct 2016-July 2018) compared to a 7.2% reduction in communities without a Police Now participant.
- These indicative trends in ASB make intuitive sense given participants neighbourhood role and that most frequent issue tackled in participants 100 Day Impact presentations is ASB.

Source: Crime data for England and Wales, available online from the Office for National Statistics

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

#### 4. Potential for Impact

## Case studies suggest a potential impact on Anti-Social Behaviour over time in locations where PN graduates are deployed



The officer in question was a Police Now recruit in Thames Valley Police who was posted to a deprived neighbourhood in a metropolitan area.

### The problem

The area is a deprived neighbourhood 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

A multifaceted and multi-agency approach including:

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

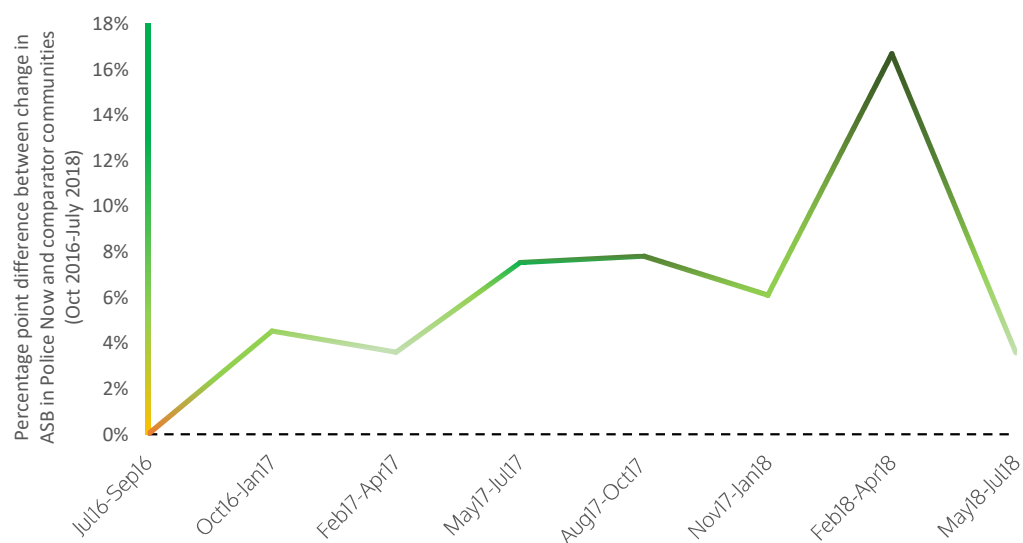
### The impact

- **Reduction in the combined number of reported ASB and public order offences during Amy's time on the PN programme.**
- Although the data is based on just two LSOAs it **demonstrates the potential impact officers can have on ASB and demand reduction** alongside their colleagues.

#### 4. Potential for impact

Further analysis is required to understand how any impact can be sustained at a high level across the 2 years and beyond

**Indicative impact of 2016 Police Now participants on ASB over the programme**



- A positive impact on ASB is observed across the programme, equivalent to a total of 3,512 fewer incidents
- Impact seemingly trends upwards almost immediately. This might be explained by the fact that officers undertake part of their training 'on the beat', and in that sense are potentially seen by the public as a reassuring and preventative presence.
- The peak in the first half of 2018 is likely attributable to change in counting rules and skew from Cheshire, although changes are relative to other communities.
- Further analysis is needed to explore long term sustainability of impact on ASB in communities. This will require collection of data over a number of years.
- The limitations with this analysis and data should again be acknowledged.

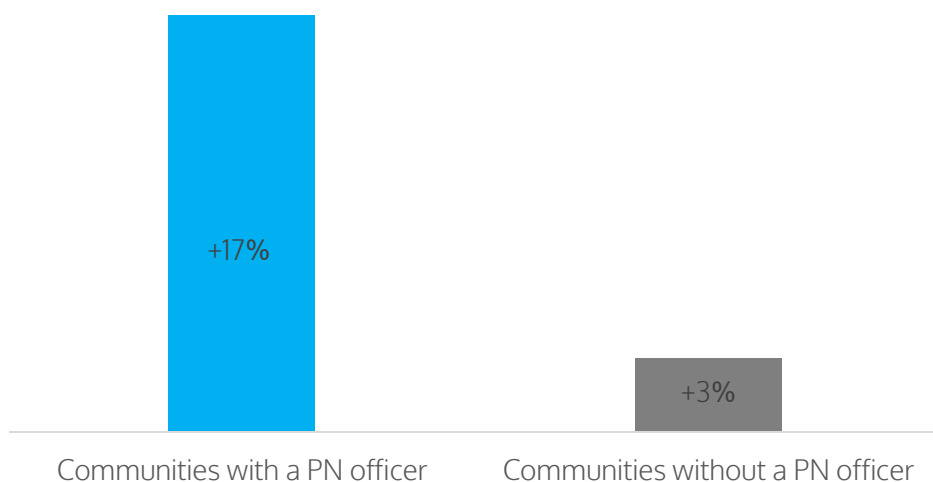
Source: Crime data for England and Wales, available online from the Office for National Statistics

Notes: Data presented here shows change in ASB in communities with a Police Now participant versus comparison communities.

#### 4. Potential for Impact

Previous analysis has also suggested that this may be translating into positive trends in young people's confidence in the police

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



- Whilst these results preclude firm 'cause and effect' statements and there are challenges in measuring the impact on crime and confidence (MOPAC, 2018), the results provide some indication of potential for impact.
- There was a statistically significant 17% increase in young people's (16-24) confidence in the police in communities with a PN officer compared to 3% increase in matched comparison communities when comparing survey responses in the year prior to the posting of Cohort 1 Police Now participants (Oct 2014-Sep 2015 inclusive), against their first 15 months post-training (Oct 2015-Dec 2016 inclusive)
- Positive trends were also observed in young people's perceptions of police fairness and community engagement.
- MOPAC (2018) advised that independent analysis should continue to evaluate these outcomes, also emphasising the importance of participant evidencing their own individual impact given the challenges associated with confidence data and causal attribution.

Source: Internal Police Now analysis of Metropolitan Police Service Public Attitudes Survey

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

# Programme Development

## Police Now has significantly developed the National Graduate Leadership Programme over the last five years

1. We have introduced the concept of **deliberate practice** to teach 'Gateway Skills' – the core practical policing skills which participants must be competent in, for example making an arrest, stop and search, and interviewing suspects.
2. We have **re-designed the academy curriculum in line with the PEQF criteria** and a new set of PN curriculum principles. This elevates our training to a level 6 standard (undergraduate degree). Through the Police Now Leadership Development Programme, participants will **spend less time abstracted from the frontline compared to other mainstream** entry routes.
3. The **participant timetables** have been purposefully mapped and sequenced to ensure learning and assessment builds appropriately from Weeks 1 to 6.
4. We have increased the depth and robustness of **participant performance data and evaluation tools**, to enable us to support individual participants and to monitor trends across both academies.
5. Forces will receive a more objective and **data driven handover report** post academy for each participant.
6. We have redesigned the programme to take account of learning theories such **as cognitive load and novice to expert scales**.
7. Seconded officers (Stream Managers and Syndicate Leads) now complete a more **in-depth and robust training programme before the academy** to prepare them effectively for their roles.
8. We have invested in increased **headcount resources and expertise** in both curricula and operations. Staff teams will be deployed to each team and governance procedures enhanced.
9. From 2020 we will be utilising more **online learning and resource tools** to enable more distance and participant-led learning.
10. From 2020 participants will complete **Personal Safety Training and Field Training in-force** to better prepare them for their local context.

## We are focusing our activities on areas where we can make a contribution to supporting policing's challenges

Supporting policing by attracting and developing the most diverse (focussing on BAME & women) and talented groups into policing.

Supporting policing by delivering innovation, sharing learning across policing and by responding quickly to the needs of the service.

Supporting policing by developing credible operational leaders who have a measurable impact in communities, reduce demand, and drive systemic change.



## Police Now's operating model is changing to better serve forces

- In transforming Police Now's operating model any changes should not compromise Police Now's independence, quality of service or focus on community impact.
- Any changes should allow Police Now to better support policing and achieve our overall mission. Our operating model transformation will focus on three core areas.

### Scalable

Developing the skills of police officers beyond existing Police Now programmes

Sharing learning and expertise with policing

Specific partnership initiatives with forces

### Partnership

Increased in-force presence and further stakeholder involvement

More flexible & tailored programme design

Potential shifts to rolling recruitment & training

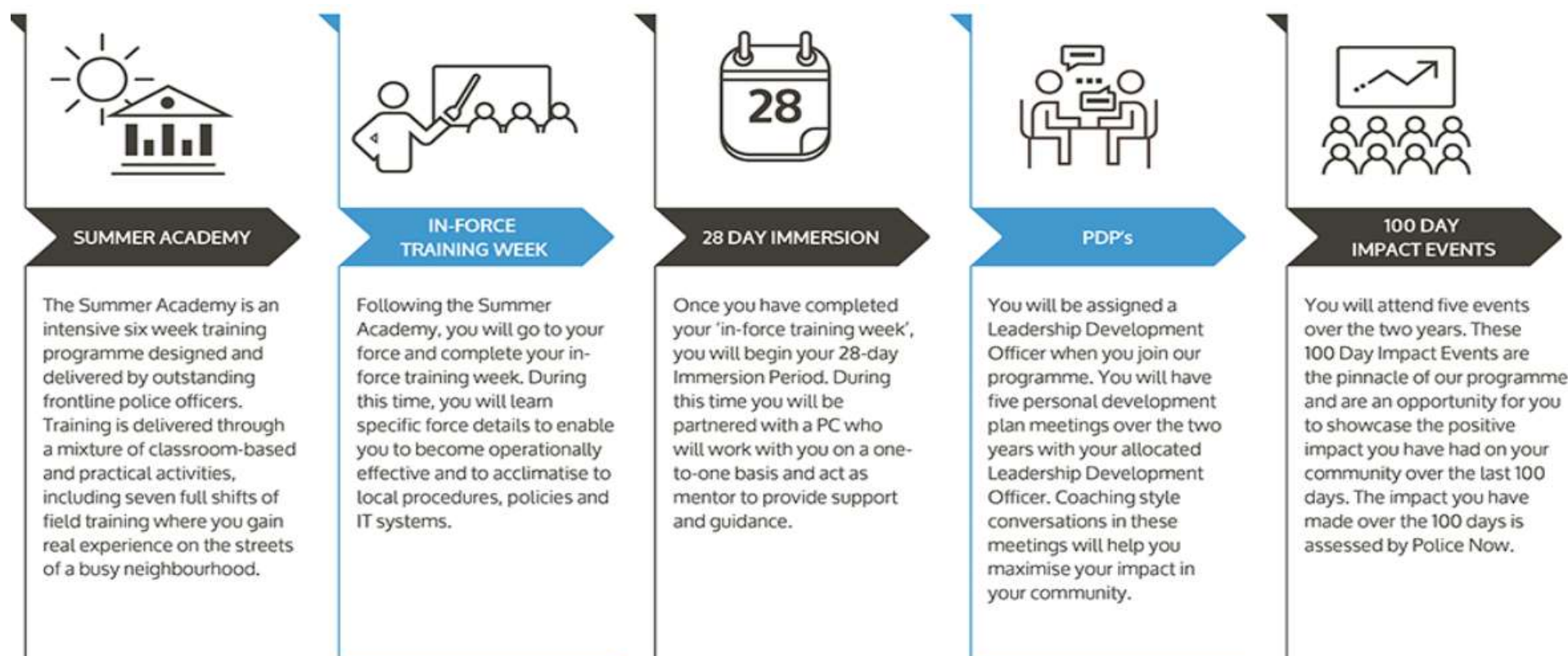
### Responsive & Proactive

Increased data analysis to drive performance and quality of service to forces

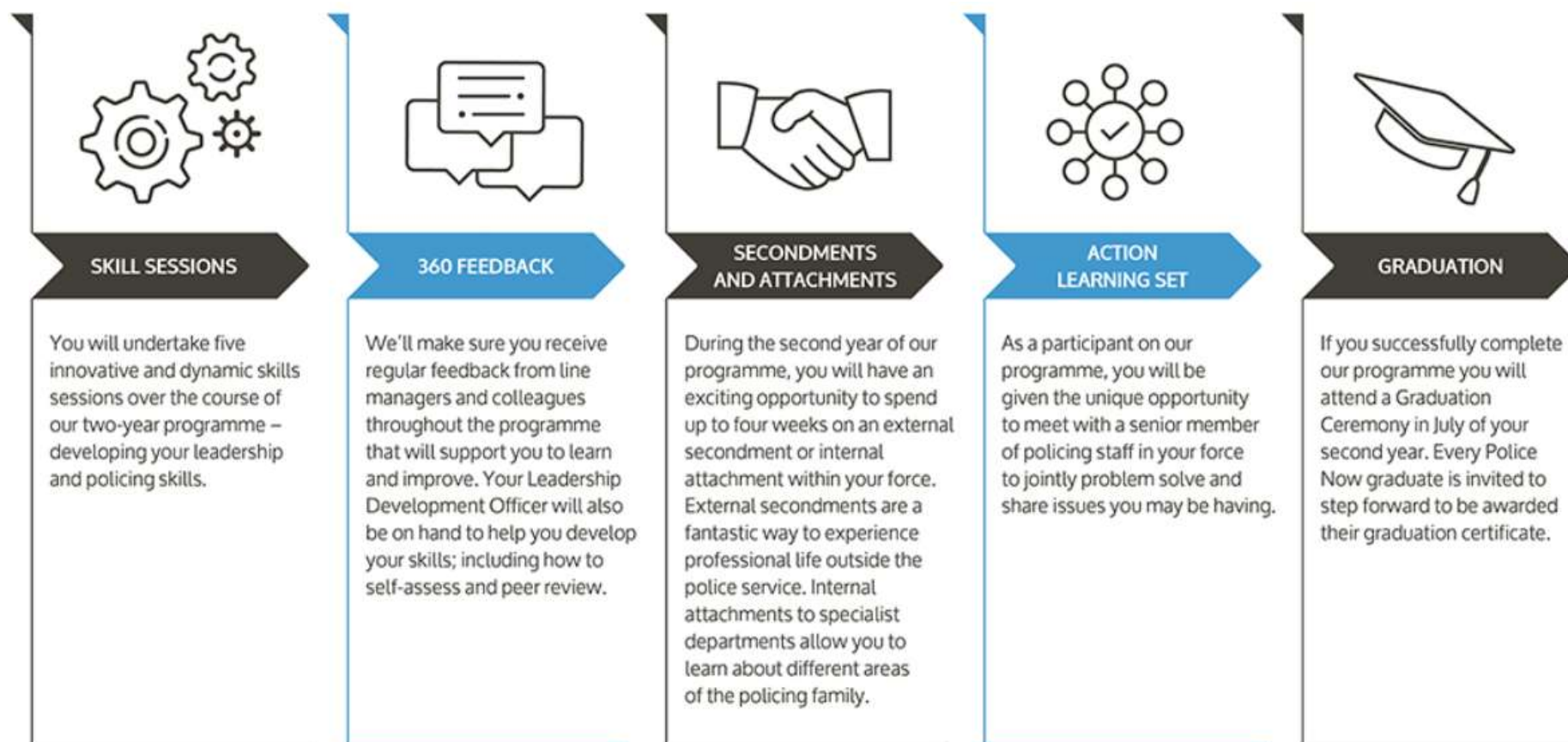
Transformed organisational design

Ability to deliver various programmes at scale

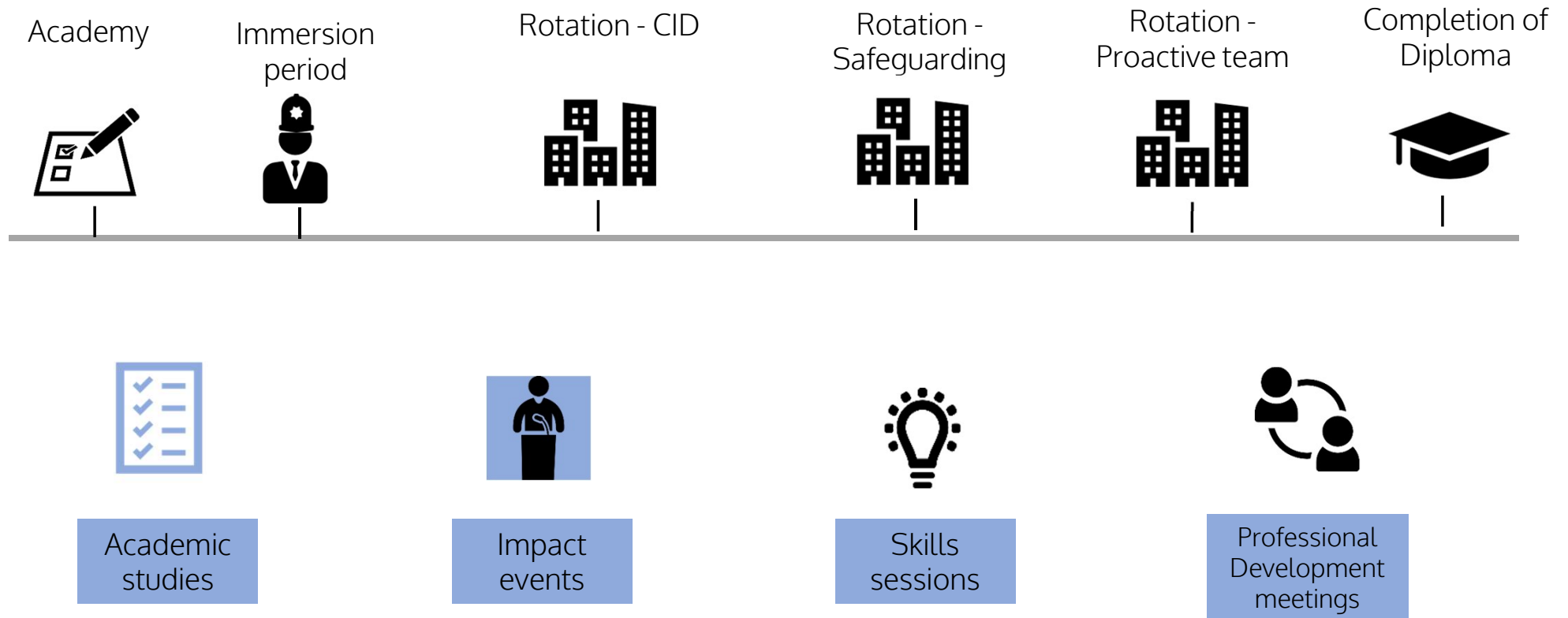
## National Graduate Leadership Programme Overview (1/2)



## National Graduate Leadership Programme Overview (2/2)



## National Detective Programme overview



## Effective problem solving, procedurally just practice and alleviating local ASB are key drivers of confidence in policing

