



IMPACT AND

INSIGHTS REPORT

2020/21

**POLICE:NOW**  
INFLUENCE FOR GENERATIONS

# CONTENTS

03	Introduction to Police Now.
05	Foreword.
07	Delivering Unique Value to Policing and Communities.
11	Diversity and Talent.
27	Constructive Disruption and Innovation.
43	Visible Impact in Communities and Policing.
55	Chief Executive Officer's Statement.
57	Our Partner Forces.
58	The Board.
58	Thank You.



This year, our Impact and Insights Report 2020/21 is also available digitally, with additional content, case studies and features available to view online at:  
[policenow.org.uk/impact2021](https://policenow.org.uk/impact2021)







# INTRODUCTION TO POLICE NOW

## OUR MISSION

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



# SUPPORTING THE POLICE SERVICE AND COMMUNITIES

Police Now was created by Constables, Sergeants, and Inspectors through a policing programme designed to encourage innovation.

Since 2015, Police Now has recruited and trained nearly 2,000 police officers in police forces across England and Wales. Whilst diverse in terms of individual backgrounds, experiences, and skillsets, all those on our programmes are driven by a shared commitment to social change and public service. Over half of those on our programmes were not planning on joining policing before hearing about Police Now.

Police Now is an independent social enterprise, supported by the Home Office and policing. That means we're an organisation that aims to bring about improvements in society rather than profits. Through our attraction, recruitment, training, and development system, we provide police forces with a diverse talent stream of officers who are willing and able to bring new ideas to the policing frontline and have a visible impact in communities. All participants gain leadership skills in a unique environment, developing skills in negotiation, problem-solving, decision-making and emotional intelligence to help reduce crime and improve the public's confidence in policing.

## TWO PROGRAMMES FOR OUTSTANDING GRADUATES AND CAREER CHANGERS

### National Graduate Leadership Programme

This programme trains and develops talented graduates to become leaders in neighbourhood policing. Participants are placed in some of the most challenged and deprived communities in England and Wales, applying problem-solving techniques and developing innovative solutions to address the most pressing challenges facing communities.

### National Detective Programme

Launched in 2019, this programme is designed to equip participants with the core skills required to undertake modern investigative police work. Throughout the two-year programme, participants draw on their problem-solving skills to tackle serious and complex crimes, improve victim satisfaction and increase the public's confidence in policing.

**A diverse group of neighbourhood police officers and Detectives, given the highest levels of support and knowledge, can change lives.**



For more information on Police Now's programmes, please see the careers page on our website:

[policenow.org.uk/your-career](https://policenow.org.uk/your-career)

# FOREWORD



**Chief Constable Stephen Watson,**  
South Yorkshire Police.

## It gives me great pleasure to introduce Police Now's Impact and Insights Report for 2020/21.

South Yorkshire Police are proud to partner with Police Now, working together to grow and complement our experienced workforce with a diverse talent stream of new officers; officers who like those already working in our organisation, display incredible levels of professionalism, compassion, and resilience to serve the South Yorkshire public and make our communities safer for everyone.

We are continuing our journey in South Yorkshire to becoming an outstanding police force, and the recruits that are joining us through Police Now's National Graduate Leadership Programme and National Detective Programme are helping us to realise that ambition. Working in partnership with Police Now, we have been able to increase the number of women and people from Black, Asian and Minority Ethnic communities joining the force. Police Now are making an important contribution to the development of the policing workforce, ensuring that policing continues to attract the very best and most diverse calibre of individuals that are representative of the communities we serve.

Alongside their dedicated colleagues in force, Police Now officers have fully embraced our problem-solving ethos, developing new initiatives to reduce demand, prevent crime and support the wider restoration of neighbourhood policing in the force. I was particularly proud to see the innovative problem-solving initiatives developed by Police Now officers in South Yorkshire, recognised nationally in the 2019 and 2020 Tilley Awards - part of the National Problem Solving and Demand Reduction Programme. You will find more evidence of the problem-solving efforts of Police Now officers throughout this report; work that is having a positive impact on the safety and quality of life for people across the country.

Having seen the value Police Now officers are bringing to South Yorkshire Police and other forces, I firmly believe that Police Now contributes not only to each individual force but is an important programme for policing nationally. The creation and development of this national network of highly talented officers will, if fully embraced and adopted by forces, make a significant contribution to policing for many years to come.

Whilst these are of course challenging times for many people, for many obvious reasons, a career in policing presents a unique opportunity to help make life better and safer for those in most need. If you are reading this with a view to embarking on a policing career – either with Police Now or through another entry route - I wish you all the very best with your endeavours and hope to welcome you into the policing family in the near future.

A handwritten signature in black ink, appearing to read 'S. Watson', written in a cursive style.





**Police Constable Nilufar Ali,**  
National Graduate Leadership Programme Participant,  
West Midlands Police.

## It is with great honour and excitement that I introduce Police Now's Impact and Insights Report for 2020/21.

As a British Asian woman, I simply would never have considered a career in policing if it had not been for Police Now's National Graduate Leadership Programme. Police Now's commitment to diversity and inclusion and representing this across all police forces is what encouraged me to apply, and I am incredibly proud to be part of, and contributing towards, Police Now's mission.

As Police Now participants, we are challenged to think innovatively to solve problems and are supported to develop the leadership skills needed to create visible and sustained impact within policing and local communities. Since joining West Midlands Police in 2019, I have been able to apply my leadership skills and problem-solving techniques developed on the programme to tackle street drinking and drug dealing; work that has been shortlisted for this year's Tilley Awards. I have also been able to develop and apply my passion for diversity and inclusion in my role as the Birmingham West Force Lead, where I have been involved in the creation and peer-review of the diversity and inclusion plan alongside senior force members. I am also working with colleagues to plan the in-force Mental Health Awareness Week, during which I hope to deliver informative workshops for colleagues to engage with.

Over the last few months, I have been entrusted as Acting Sergeant on several occasions, during which I have led the team, managed incidents, and communicated with senior policing leaders. The experience has inspired me to pursue a leadership career so that I can influence strategic decisions within force, something that would have been unachievable had Police Now not instilled the belief that I could be a leader from the outset. The support provided by Police Now has given me the courage to take every opportunity that comes my way and take responsibility for making the communities I serve a safer place for everyone.

Joining Police Now's National Graduate Leadership Programme has enabled me to dive headfirst into the exciting, challenging, and unpredictable world of policing. As my time on the programme draws to an end, I know with certainty that policing is the career I wish to develop in, and I am very much looking forward to becoming part of Police Now's Ambassador Network, where I hope to inspire the next generation of police officers.

Together, I firmly believe that we are helping to change the story within policing and local communities.

I hope that you enjoy reading this report and finding out about the impact that Police Now participants and ambassadors are having across England and Wales.

# DELIVERING UNIQUE VALUE TO POLICING AND COMMUNITIES

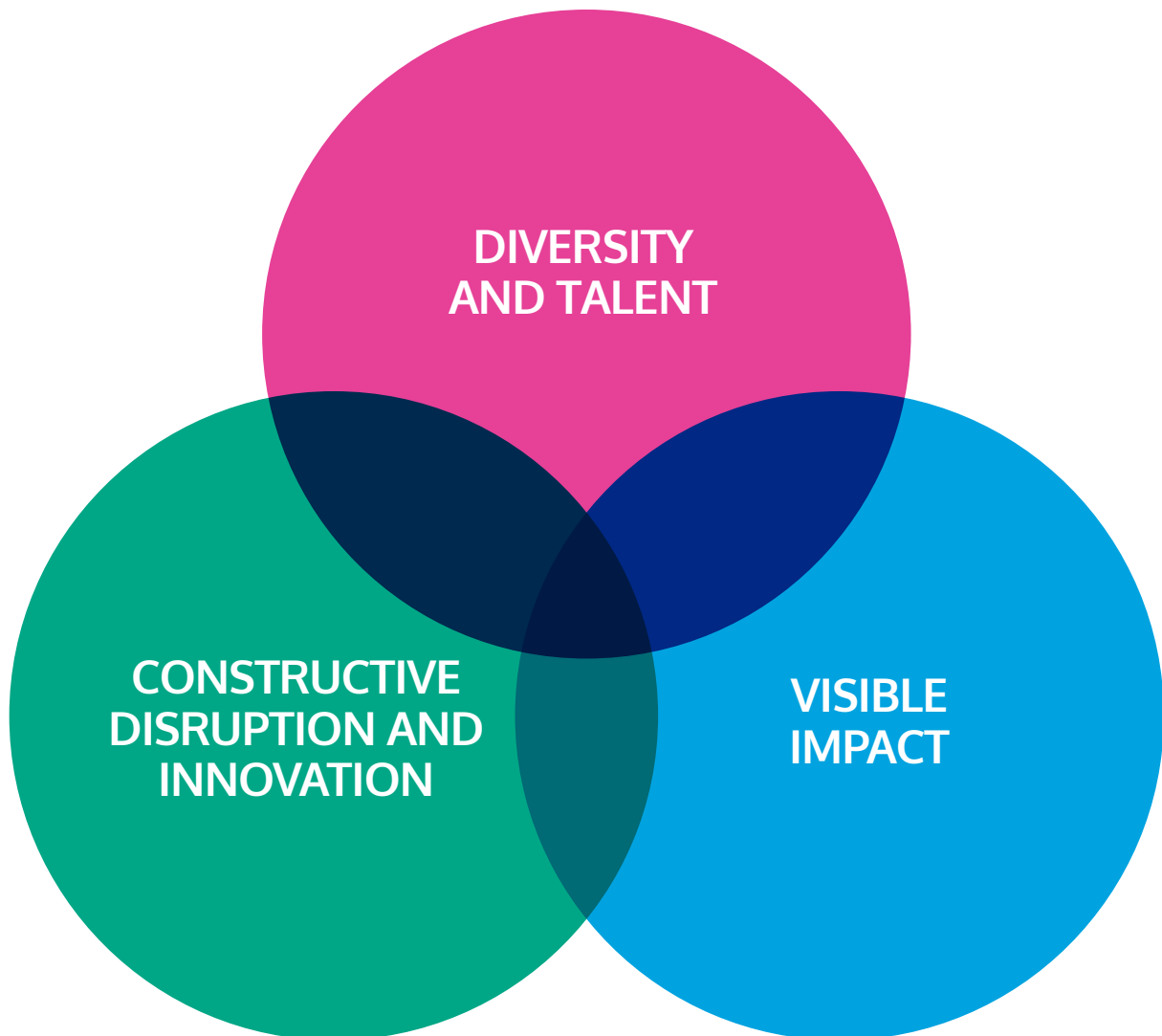
“Policing needs to reflect the communities it serves and Police Now are a shining light in striving to recruit and promote diverse leaders in policing.”

Karen Geddes,

Mission Support Superintendent and Chair of West Midlands Police Black and Asian Policing Association.



## POLICE NOW IS UNIQUELY POSITIONED TO SUPPORT POLICING IN THREE CORE AREAS:



- Attracting and developing the most diverse group of officers in policing.
- Working with our partner forces, participants are encouraged to think differently, adapt and create new ideas to deliver innovation on the policing frontline.
- Operational leaders who have a visible impact in their communities and policing.

# WE ARE FOCUSED ON OUR MISSION, AND HELPING POLICE FORCES TO ACHIEVE THEIRS:

## We provide the most visibly diverse police recruitment route

- Police Now recruits more officers who are women or from Black, Asian and Minority Ethnic backgrounds compared to other entry routes into policing. High levels of social mobility has also been achieved.
- Nationally, 17% of participants who began the National Graduate Leadership Programme in 2020 identify as from a Black, Asian or Minority Ethnic background and 54% as women.
- Of those who began the National Detective Programme in 2021, 24% identify as from a Black, Asian or Minority Ethnic background and 66% as women.
- We have a unique diversity and inclusion strategy focused on driving inclusivity and creating a workplace that is inclusive and empowers everyone.
- Programme retention rates are high and consistent by ethnicity and gender.
- Police Now has won over 25 awards within the graduate recruitment marketplace over the last five years, including numerous awards for our work on diversity and inclusion.

## Our recruitment processes are highly competitive and nationally recognised

- We attract 22 applicants for every place on the National Graduate Leadership Programme<sup>1</sup> and 39 applicants per place for the National Detective Programme<sup>2</sup>.
- Our established brand possesses national reach, expertise, and recognition within the sector, allowing us to recruit diverse talent at speed and in high volume.
- In 2020, Police Now rose to 29th place in the Times Top 100 Graduate Employers and ranked 6th in the Times Top 10 Public Sector Employer of Choice.

## We innovate to support policing

- Police Now launched its National Detective Programme at pace in 2019 to help address a reported investigative shortage, partnering with eight forces across England and Wales.
- Following a successful pilot, 224 participants joined the second cohort of Police Now's National Detective Programme in 2021 across 14 partner forces.
- 55% of Detectives who joined our National Detective Programme in 2021 would not have considered policing were it not for Police Now<sup>3</sup>.

## We respond quickly to feedback and to challenges facing policing and society

- We are agile and responsive to feedback, insight, and change.
- We have a track record of responding to feedback and moving at pace to meet the needs of police forces and communities.
- In 2020, Police Now adapted quickly to the challenges posed by the COVID-19 pandemic, moving to a digital assessment centre at 24 hours' notice and successfully delivering a blend of both online and face-to-face learning during the training academy to enable participants to begin their policing careers safely and effectively.
- We recruit emotionally intelligent and technologically able officers to join police forces, ready and able to respond to the challenges facing society and policing (e.g. technological change and challenges of legitimacy).

1. Based on applications for the 2020 National Graduate Leadership Programme: 10,053 applications for 563 places.

2. Based on applications for the 2021 National Detective Programme: 8,321 applications for 224 places.

3. Measured via an online survey at the start of the 2021 Police Now Academy (n=188) 'Were you planning to join the police before you heard about Police Now?'



## **We have a clear proposal and track record supporting frontline leadership and progression**

- Frontline leadership and progression has been identified as a key lever of force efficiency, effectiveness and legitimacy, and an area in need of significant development.
- We possess significant experience recruiting graduates and delivering leadership development at increasing scale.
- Since 2015, a significant number of our alumni have been promoted, successfully gained a place on the College of Policing Fast Track Programme or become Detectives.

## **We offer two Policing Education Qualifications Framework (PEQF) compliant programmes with more time spent serving the public than other training programmes**

- Forces are working to implement the PEQF, which represents a wholesale change to the way that initial police officer training is carried out, and this is not without challenge.
- We are now onto our second and third year of developing and delivering PEQF programmes at volume.
- Police Now Degree Holder Entry Programmes have a 20% abstraction rate across their two-year duration. This is lower than comparable programmes<sup>4</sup>, ensuring officers spend more time directly serving the public.

## **We are a not-for-profit social enterprise focused on creating a safer environment for everyone**

- Police Now is a charity with no profit motive. Every single penny is invested in recruiting, developing, and inspiring a diverse group of leaders in policing.
- Our model allows forces and government to invest funding in a way that directly benefits communities and police forces and specific national priorities such as diversity and workforce transformation.
- Early evidence points to reductions in crime and anti-social behaviour, and improvements in public confidence, in the communities where Police Now participants work<sup>5</sup>.

## **We use data to continuously improve our programmes and share unique insights to support policing**

- We gather and analyse a range of data and share unique insights with policing in the areas of attraction, recruitment, diversity and inclusion, participant and line manager experience, officer attitudes, performance, retention, and progression.
- Despite the challenges of doing so, Police Now also analyses data on crime, anti-social behaviour and public confidence in the police in the communities where Police Now participants are posted. This is to help drive improvements in our recruitment and training and better understand the impact that police officers are making.

4. College of Policing, PEQF Initial Entry Routes Learning to Date, 2020.

5. Precludes statements of causation. See page 47 for more details.

# DIVERSITY AND TALENT

“We need to have a police force that looks like the people it is seeking to serve.”

Lord Simon Woolley,

CBE, Director and Founder of Operation Black Vote and Police Now Trustee.



# WORKFORCE DIVERSITY AND POLICE LEGITIMACY

Police forces that reflect the diverse communities they serve are crucial to tackling crime in modern society.

In May 2020, the death of George Floyd in the United States led to protests worldwide. Here in the UK, it sparked protests led by the Black Lives Matter movement and national debate about systemic racism, police use of force, stop and search and the wider disproportionality that continues to exist within the criminal justice system<sup>6</sup>. The COVID-19 pandemic heightened social divides and exacerbated existing inequalities, whilst the enforcement of COVID-19 restrictions has tested public trust in authority, including the police<sup>7</sup>.

Increasing diversity in police forces goes to the heart of maintaining and building the public's confidence in policing, underpinned by the principle of 'policing by consent'<sup>8</sup>. Only 7.3% of the police officers in England and Wales are from Black, Asian and Minority Ethnic backgrounds (as of March 2020), compared to 14% of the population<sup>9</sup>. A report by the Police Foundation<sup>10</sup>, published in January 2020, found that despite some improvements in overall diversity, "Black representation has barely increased" since 2007. Alongside this, data suggests that confidence in the police is falling in Black and Mixed Ethnicity communities<sup>11</sup>. This is a story that has to change.



**"I value Police Now as an organisation primarily because of its refusal to shy away from discussing issues with regard to inequality in policing. As this issue has been and remains so prevalent in policing, it is an injustice to not address this head on. Police Now, I believe, bears witness to and addresses this inequality. Police Now's diversity and inclusion strategy, in particular, is committed to tackling disparity in policing. This aims to correct the discrimination that has historically characterised the policing experience, ranging from recruitment, development and subsequent progression of officers and staff. The fact remains that society, at large, is multi-ethnic and multi-diverse and thus police forces should reflect this diversity."**

Sunita Gamblin QPM,  
Police Now Diversity and Inclusion Committee Chair.



**"The Black Lives Matter movement was probably the first time that I became starkly aware that I look different to the majority of my colleagues. I found myself having very uncomfortable conversations at times and took every opportunity to educate. My connections within Surrey Police's Association for Culture and Ethnicity gave me a safe space to discuss my feelings and I found motivation to see my being 'different' as a real opportunity to do whatever I could to influence decision-makers into seeing where room for improvement lies and how we can achieve this."**

Police Constable Latia Suen,  
National Graduate Leadership Programme Participant, Surrey Police.

6. See for example Lammy, D. (2017). The Lammy Review: An Independent Review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System.  
7. For further discussion see LSE (2020): 'What makes Britons trust police to enforce the lockdown fairly' and Crest (2020): 'Policing the pandemic: public attitudes to police visibility, enforcement and fairness'.  
8. House of Commons Home Affairs Committee (2017). Police Diversity. Available online: <https://publications.parliament.uk/pa/cm201617/cmselect/cmhaff/27/27.pdf>.  
9. Data sources: Home Office (2020) Police Workforce Data. Population of England and Wales ethnicity statistics available here. The 2021 Census will provide a more up to date picture of the current demographic profile of the population in England and Wales: <https://census.gov.uk/>.  
10. See [http://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/perspectives\\_workforce\\_diversity.pdf](http://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/perspectives_workforce_diversity.pdf).  
11. London Mayor's Office for Policing and Crime [MOPAC] Public Voice Dashboard.  
Available online <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/public-voice-dashboard> (Accessed 24 December 2020).

## POLICE NOW ATTRACTS AND DEVELOPS THE MOST DIVERSE GROUP OF OFFICERS IN POLICING

Whilst diversity and inclusion includes the representation and support of a range of underrepresented groups, policing's primary focus, and therefore Police Now's, is in tackling the underrepresentation and progression of officers who are women and those from a Black, Asian and Minority Ethnic background.

Police Now consistently recruits more officers who are women or from Black, Asian and Minority Ethnic backgrounds compared to other entry routes into policing<sup>12</sup>.

### Recruits identifying as women:

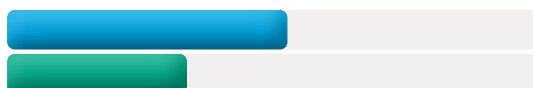
2020/21:  
57% Police Now vs. 37% National Police Officer Recruits



2019/20:  
50% Police Now vs. 35% National Police Officer Recruits



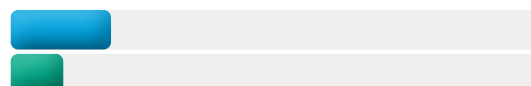
2018/19  
53% Police Now vs. 34% National Police Officer Recruits



■ Police Now ■ National Police Officer Recruits

### Recruits identifying as from a Black, Asian and Minority Ethnic background:

2020/21:  
19% Police Now vs. 10% National Police Officer Recruits



2019/20:  
17% Police Now vs. 11% National Police Officer Recruits



2018/19  
12% Police Now vs. 9% National Police Officer Recruits



■ Police Now ■ National Police Officer Recruits



In 2020/21, we recruited our largest and most diverse cohort to date for those starting on the sixth National Graduate Leadership Programme, with **54%** identifying as women, **17%** identifying as from a Black, Asian or Minority Ethnic background (**45%** of whom identify as women), and **5%** of the overall cohort identifying as Black.

We have also achieved strong growth in the number and diversity of participants joining our second National Detective Programme, with **66%** identifying as women, **24%** identifying as from a Black, Asian or Minority Ethnic background (**68%** of whom identify as women), and **3%** of the overall cohort identifying as Black.

**Trainee Detective Constable Tary Kufa,**

National Detective Programme Participant, Greater Manchester Police.

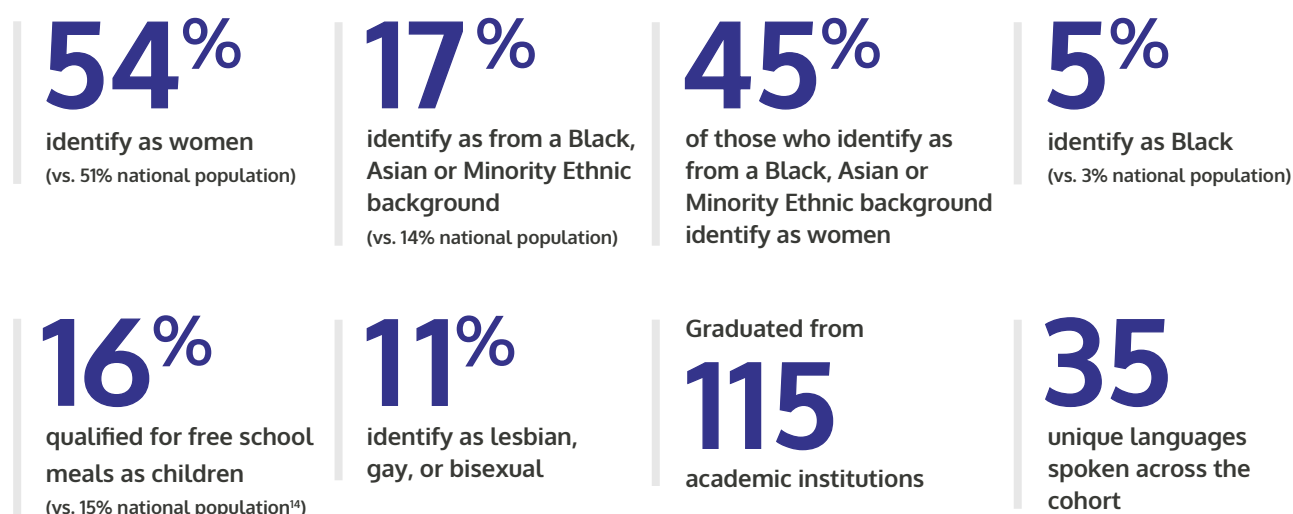




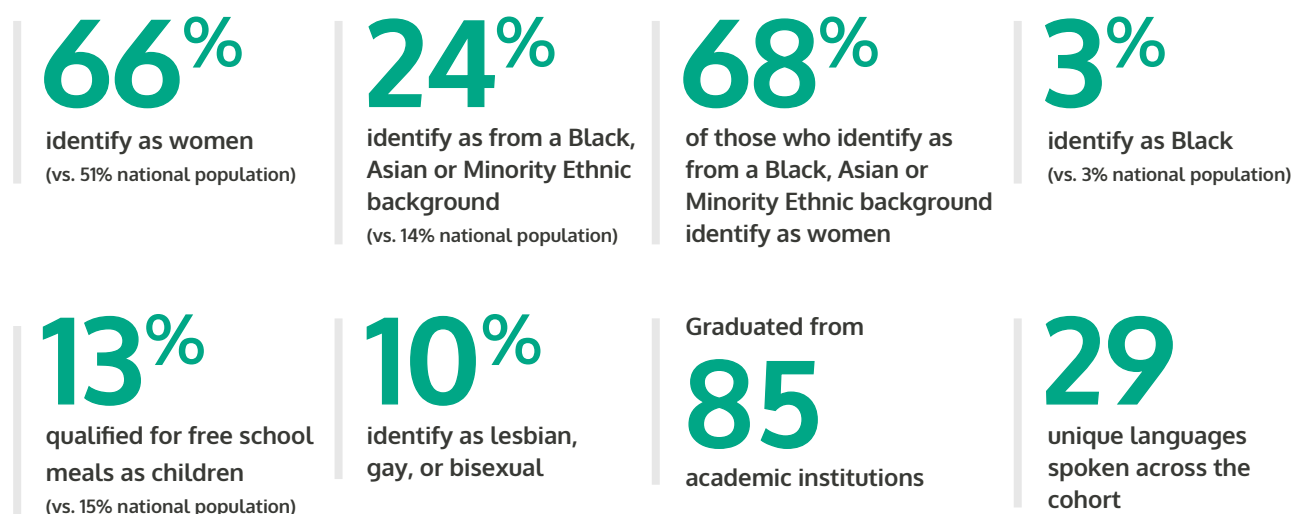
## INCREASING DIVERSITY AND REPRESENTATION

Across both programmes, the proportion of participants identifying as women or from a Black, Asian and Minority Ethnic background exceed, or are in line with, national population figures<sup>13</sup>. High levels of social mobility has also been achieved.

Of the **563** participants who started on the **National Graduate Leadership Programme** in 2020:



Of the **224** participants who started on the **National Detective Programme** in 2021:



13. Population of England and Wales ethnicity statistics available here:

<https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/national-and-regional-populations/population-of-england-and-wales/latest>  
and gender statistics available here: <https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/demographics/male-and-female-populations/latest>.

The 2021 Census will provide a more up to date picture of the current demographic profile of the population in England and Wales: <https://census.gov.uk/>.

14. See: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/812539/Schools\\_Pupils\\_and\\_their\\_Characteristics\\_2019\\_Main\\_Text.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812539/Schools_Pupils_and_their_Characteristics_2019_Main_Text.pdf).

# STRONG BRAND PRESENCE IN THE GRADUATE MARKETPLACE

## Award Winning Employer

In 2020, Police Now rose to 29th place in the **Times Top 100** Graduate Employers, up from 47th place and an 80% increase in the share of the vote since 2019.



Police Now also entered the Times Top 10 Public Sector Employer of Choice 2020 for the first time, in 6th place, ahead of organisations such as the Royal Navy, MI5, RAF and GCHQ.

## Winner of Multiple Diversity Awards

Police Now has won over 25 awards within the graduate recruitment marketplace, including three awards regarding diversity:

**The Institute of Student Employers Recruitment Award for Diversity and Inclusion (2018)**

**The Employer Brand Management Award for Best Diversity Brand (2019)**

**The TARGETjobs National Graduate Recruitment Award for Best Diversity and Inclusion Strategy (2019)**



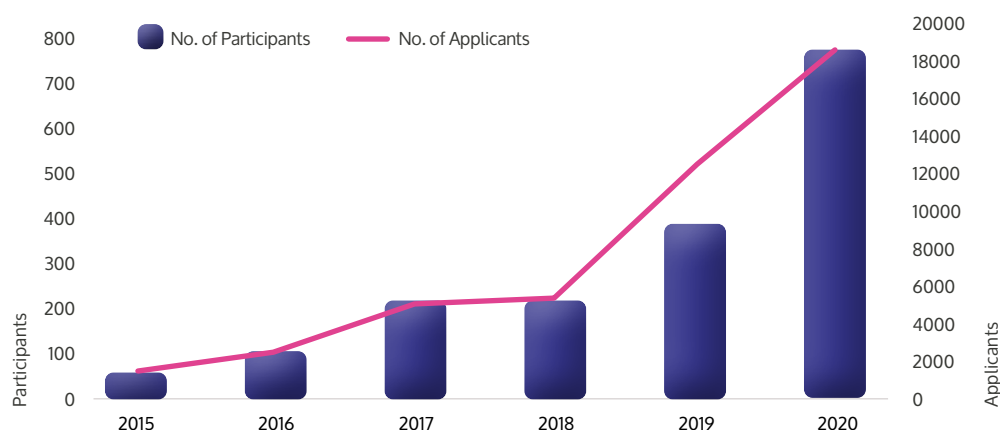
In 2020, as part of the High Fliers annual research within the graduate market, university finalists were asked 'How diverse and inclusive does each marketing material make this employer appear?' Police Now were voted 1st in advert, 2nd in website and 5th in Facebook page.

In 2021, as part of the same research, Police Now were voted 1st in website and Facebook page and 2nd in advert, demonstrating year-on-year consistency as an employer with diversity and inclusivity at the forefront of all activity.

## Highly Competitive

With the Police Now brand resonating strongly with graduates, demand and competitiveness for a place on our programmes is high, ensuring we select only the most talented and motivated individuals with genuine leadership potential. In 2020, we received a total of **18,374 applications** for **787 places** across our National Graduate Leadership Programme and National Detective Programme.

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



## RECRUITING TALENTED AND MISSION-ALIGNED OFFICERS

When surveyed at the beginning of the 2020 Police Now Academy, National Graduate Leadership Programme participants cited belief in Police Now's mission and professional development opportunities as their primary motivators for joining policing, followed by the opportunity to use their degree or other relevant work experience<sup>15</sup>.

Ranking of participant motivations for joining the Police Now National Graduate Leadership Programme, rather than applying direct to force:

- 1 Professional development opportunities
- 2 Belief in Police Now's mission
- 3 The opportunity to use my degree or other relevant work experience
- 4 The flexibility to leave/remain in policing after two years
- 5 Nationwide reach of the programme.

Police Now's programmes also continue to successfully attract those who may not have otherwise considered a career in policing.

Of those joining the National Graduate Leadership Programme in 2020,

**44%**

of participants stated they were not planning to join the police before hearing about Police Now, up from 40% in 2019<sup>16</sup>.

Of those joining the National Detective Programme in 2021,

**55%**

of participants stated they were not planning to join the police before hearing about Police Now, up from 49% in 2019<sup>17</sup>.

15. Measured via an online survey at the start of the 2020 Police Now Academy (n=339) 'What were your primary motivations for joining the Police Now programme, rather than applying direct to force?'

16. Measured via an online survey at the start of the 2020 (n=340) and 2019 (n=219) Police Now Academy 'Were you planning to join the police before you heard about Police Now?'

17. Measured via an online survey at the start of the 2021 (n=188) and 2019 (n=87) Police Now Academy 'Were you planning to join the police before you heard about Police Now?'



"I didn't want a desk job, a 9-5, Monday to Friday. I wanted a very proactive job where you're out there in front of the public and able to make a real impact in communities. Whilst my parents and friends have been very supportive, I think you'll always have a small number of individuals who don't necessarily agree with the path you are taking. However, if I'm able to prove to them that by becoming a neighbourhood police officer and having a real impact in a small community, I can have a wider impact as a whole, then maybe I can change their perspective and perceptions of the police."

Police Constable James Pullen,  
National Graduate Leadership Programme Participant, Metropolitan Police Service.



"It's really important that the police work hard to become a representative workforce for the communities and society which they serve. This is important to grow understanding and strengthen relationships and engagement with victims, suspects, and the community as a whole. Police Now's mission really drives that forward."

Trainee Detective Constable Larry Brown,  
National Detective Programme Participant, Avon & Somerset Police.



"What attracted me to Police Now was the clear line of progression for my career, the structure to the programme, the attachments you get put on, and the huge amount of responsibility you have as a neighbourhood police officer."

Police Constable Emma Adams,  
National Graduate Leadership Programme Participant, Hertfordshire Constabulary.



"In my previous role as a social worker, I was able to make a direct impact with the clients I worked with. The Police Now National Detective Programme gave me an opportunity to make a career change but continue to make a direct impact in the communities that I serve."

Trainee Detective Constable Tary Kufa,  
National Detective Programme Participant, Greater Manchester Police.





## CASE STUDY

**Police Constable Anokhi Chouhan,**  
National Graduate Leadership Programme Participant, Essex Police.

"My grandparents came to the UK as Indian immigrants before setting up home in Ilford and my family is Hindu by religion. I wanted to bring my experiences to policing and I applied to Police Now with the aim of making a difference to everyday lives."

"Soon after joining Essex Police, I noticed that the local police had a good relationship with the Church of England community but wasn't engaging as much with other faith communities. After pointing this out to my Chief Inspector, I was tasked by him to further strengthen the relationship between local police and multi-faith groups in the Epping Forest District. I was passionate about being involved in this project as I have always had an interest in different cultures, and I've enjoyed looking at ways we can help multi-faith groups in the district.

Throughout 2019, I met with various faith leaders in the district and examined ways that we could all communicate about issues such as community, safety, and engagement. By doing this, I was able to understand the concerns and issues affecting those communities while providing an opportunity to inform them of the work Essex Police are doing to keep them safe.

During this multi-faith project, I have worked alongside Church of England Reverends, Catholic Priests, Jewish Rabbis and Muslim Imams in the area to help establish the best ways for faith groups, schools and voluntary groups to work and talk together.

I also facilitated the first engagement between the local police and Chigwell Mandir, a Hindu temple that had opened in the area two years prior. This led to the entire Community Policing Team attending the Diwali festivities that year to learn more about their religion, whilst also providing a reassuring presence by patrolling such a large-attended event. This formed a good relationship that was highlighted when we went into the first COVID-19 lockdown, and the Mandir kindly offered to provide food once a week for officers and other key workers throughout the lockdown."





Commenting on Anokhi's work in Epping Forest Guardian<sup>18</sup>, Reverend Batson said:

"I met Anokhi and it was fantastic to meet such a passionate and committed individual and I know her work will help provide reassurance and will help people feel safe. We all know our local officers and the police know that we may have information that will help them do their job even more effectively, so the work Anokhi is involved in can only be positive."

Anokhi's Chief Inspector, Lewis Basford, said:

"We've always worked closely with multi-faith groups in the district and Anokhi's engagements will only strengthen those relationships. I'm excited about the opportunities that she can bring, and we have come together to come up with a number of ideas that I feel would make a real difference."

18. See: <https://www.eppingforestguardian.co.uk/news/18330861.loughton-police-officer-praised-strengthening-multi-faith-relationships>.

Police Constable Anokhi Chouhan,

National Graduate Leadership Programme Participant, Essex Police.



## POLICE NOW'S NATIONAL DETECTIVE PROGRAMME: STRENGTHENING THE INVESTIGATIVE WORKFORCE WITH DIVERSITY AND TALENT

In September 2019, Police Now introduced a pilot National Detective Programme with eight partner forces to recruit, train and develop new Detective Constables; one of several solutions being employed by the police service to address the national shortage of investigative officers in the UK.

Following the early success of the pilot programme, in January 2021, we partnered with 14 forces across England and Wales for the second National Detective Programme.

**Of those who started on Police Now's National Detective Programme in 2021, 66% identify as women, 24% identify as Black, Asian or from a Minority Ethnic background, 16% identify as women from a Black, Asian or Minority Ethnic background, 10% identify as lesbian, gay or bisexual and 13% received free school meals. They graduated from 85 different academic institutions with 29 languages spoken across the cohort. 80% of participants are career changers, with the remaining 20% being recent university graduates.**

Participants begin the National Detective Programme with an initial three-month intensive Police Now Academy which involves theoretical teaching, practical field training and a focus on developing both core policing skills and an investigative mindset.

Police Now uses data and feedback to continuously develop and strengthen our recruitment and training programmes. Based on our learning from the pilot programme, for the second National Detective Programme, we have implemented a number of changes to our recruitment campaign and the delivery of the academy. This includes an integrated marketing campaign featuring current programme participants and a new blended and immersive online assessment, designed to bring the realities of the Detective role and two-year programme to life. We have also developed a newly defined learning journey and training structure to enhance participant learning and wellbeing at the academy.

**97% of participants said that they would encourage other graduates to join the Police Now National Detective Programme based on their experience to date<sup>19</sup>.**

After completing the academy, participants join their forces to undertake operational duties, supported by a Police Now Leadership Development Officer as well as in-force colleagues and line managers. Alongside this, participants receive further advanced content and undertake additional assessment throughout the two-year programme. Impact Events, held three times over the duration of the two-year programme, hold participants to account on behalf of the communities they serve whilst providing an opportunity for participants to share learning, hear from experts in the field and present the work they have been doing to peers and colleagues.

After attending the most recent digital Impact Event, Detective Chief Inspector Kearney from North Wales Police said:

**"It is great to see the Detectives develop and it shows the programme works".**

Successful participants 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 two-year programme.



85% of participants passed the NIE first time, which is 23% higher than the national average.<sup>20</sup>



Trainee Detective Constable Larry Brown,

National Detective Programme Participant, Avon & Somerset Police.

20. 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>.



## WEAVING DIVERSITY AND INCLUSION INTO THE FABRIC OF OUR PROGRAMMES

Diversity and inclusion is central to curriculum content, practical training and our unique support offering for every individual on our programmes.

Ensuring that our participants are well-equipped and supported to serve the diverse communities they work within is vitally important. As such, we deliver anti-racism training as well as lessons on policing diverse communities and difference and inclusion at the very beginning of our programmes. Guest speakers from diverse backgrounds educate, inspire, and encourage discussion amongst our participants during initial training. Analysis of Police Now data shows that 93% of National Graduate Leadership Programme participants felt comfortable discussing diversity and inclusion with their colleagues at the end of the 2020 Police Now Academy<sup>21</sup>.

As part of our diversity and inclusion strategy, we piloted a number of participant-led Affinity Networks in June 2020, to encourage open conversations about diversity and inclusion, information sharing, collaboration, and support for those joining our programmes. Following a successful launch of Black, Asian and Minority Ethnic, Women in Policing, LGBTQ+, Parents and Carers and Neurodiversity networks, this support offering is set to develop and grow for future cohorts. Leadership Development Officers are also on hand to support all participants on an individual basis, providing coaching, encouragement, and advice on a wide range of topics, including matters relating to racism, discrimination, and bias.



**"Upon joining the National Graduate Leadership Programme, one of my reservations was the lack of Ethnic Minority representation in the police. I reached out to my Leadership Development Officer to discuss my concerns about facing racism inside the police and whether or not I would be accepted. It was the start of our professional relationship. He was very supportive and very encouraging."**

**Police Constable Sami Halepota,**  
National Graduate Leadership Programme Participant, Surrey Police.

# INCREASING DIVERSITY AND CHANGING PERCEPTIONS: FACTORS FOR SUCCESS

## 1. Attracting a diverse candidate pool requires year-on-year sustained recruitment with a consistent brand and a focus on community transformation.

When forces partner with Police Now for multiple years, we see year-on-year increases in the diversity of participants, particularly those from a Black, Asian and Minority Ethnic background. This is owing to the existence of an evidence-based engagement strategy, both nationally and in a local area, which targets prospective Black, Asian and Minority Ethnic candidates for multiple years before they consider, or are eligible, to apply.

The public service elements of police work and opportunity to make a visible impact in local communities can help attract candidates who might not otherwise consider policing. Our recruitment campaigns place a strong focus on community transformation and do not use traditional recruitment imagery (e.g., uniformed officers, flashing blue lights) in the early stages. This enables us to actively engage those who might hold negative perceptions of policing and demonstrate the opportunities that a career in policing has to offer.

## 2. Recruitment speed, outstanding candidate care and engaging with friends and family is essential to attract and retain diverse talent.

Analysis of our National Graduate Leadership Programme recruitment data between 2016-2019 found that in the context of policing, Black, Asian and Minority Ethnic candidates are twice as likely to decline conditional offers than White candidates. To ensure that candidates from underrepresented groups remain engaged in the recruitment process, Police Now focuses on recruitment process speed, high levels of candidate care, tailored communication, and positive action. Once candidates enter our recruitment process, there is plenty of support available including access to digital mentors, individual and group coaching, and our live chat platform which allows candidates to ask any questions they might have about our programmes.

Research by Police Now, in partnership with the Transform Alliance, found that women and Black, Asian and Minority Ethnic students were more likely to stop their application process if their parents were against their career choice, in comparison to White and male students. Engaging with potential applicants' wider network of influencers (e.g., friends and peers) is therefore vital. One of the ways in which Police Now does this is through Friends and Family events which aim to provide information and reassurance about our programmes and a career in policing to offer-holders' loved ones.

## 3. Effective data collection and analysis is crucial to understand adverse impact and establish where discrimination and bias might exist.

It is commonly known that online assessments, like psychometric tests, can cause adverse impact for Black, Asian and Minority Ethnic candidates. Our in-house selection and insights teams work closely with assessment consultants to develop a blended assessment approach which minimises adverse impact potential. Police Now collects and analyses data to test for adverse impact, as well as to understand participant performance, experience, and progression according to demographic background, skills, and experience. This enables us to identify which individuals might benefit from additional support and interventions and identify where discrimination and bias might exist.

We also analyse data to ensure that we are implementing our existing recruitment and development processes and policies to the highest possible standard. This culture of disciplined execution is a critical success factor in recruiting and developing a high calibre and diverse cohort into policing.

## BEYOND THE TWO-YEAR PROGRAMMES

Since 2015, **26** Police Now participant alumni have been promoted; **14** have been promoted to Sergeant rank and **12** have successfully gained a place on the Fast Track Programme. **38%** of those promoted to date identified as women and **11%** as from a Black, Asian or Minority Ethnic background.

Lateral development into other roles is also popular. For example, of the participants who completed the National Graduate Leadership Programme in 2020, **49%** remained in their neighbourhood role, with a further **26%** going into either response or CID, **15%** going into other policing roles, **6%** joining the Fast Track Programme and **4%** leaving policing.

## CASE STUDY

**Police Constable Lily Erskine,**

National Graduate Leadership Programme Alumnus, Essex Police.

"I joined Essex Police in 2018 as part of Chelmsford and Maldon Community Policing Team, with a particular focus on issues occurring in the city centre. My time on the Police Now National Graduate Leadership Programme was fast-paced, intense and incredibly rewarding, from my first day at the academy to presenting my final Impact Event submission."

"A career in policing was never something I considered growing up, and I likely never would have applied had it not been for the Police Now programme. I knew when I graduated from university that I wanted to do something that would have real impact in society and I could go to work every day knowing I was doing something worthwhile – I can say with confidence that after two and a half years, I still feel this way about my career. I wouldn't change my experience in policing for the world.

Since completing the Police Now programme, I have worked on response teams and CID, as both a Police Constable and Acting Sergeant. I decided to apply for the Fast Track to Inspector

programme as I wanted to see people from similar backgrounds and who looked like me in positions of leadership, and to have the opportunity to bring innovative approaches to the rapidly evolving policing landscape.

I was recently successful with my application, and I have no doubt this was in part due to the skills I developed on the Police Now programme, having had experience taking ownership of impactful problem-solving projects in our communities. I look forward to a long career in policing. My goals centre around protecting the most vulnerable in society and pursuing those who are intent on causing harm to these people."

**"My goals centre around protecting the most vulnerable in society and pursuing those who are intent on causing harm to these people."**

**Police Constable Lily Erskine,**

National Graduate Leadership Programme Alumnus, Essex Police.



# CONSTRUCTIVE DISRUPTION AND INNOVATION

“Being a Police Now officer gives you a real strong sense of questioning things, never accepting things the way they are, fighting for change and making things different.”

Police Constable Rose Osborne,  
National Graduate Leadership Programme Participant, Avon & Somerset Police.

# CONSTRUCTIVE DISRUPTION – WHAT DOES IT MEAN AND WHY IS IT IMPORTANT IN THE CONTEXT OF POLICING?

Police Now's programmes are designed to support participants to lead with the mindset of constructive disruption.

We work with our partner forces to encourage participants to think differently, adapt and create new ideas that lead to innovation within policing, improving the outcomes for the communities we serve. We embrace change that is meaningful and consistent with our mission and the core principles of policing.

Adapting and changing in a meaningful way is vitally important at a time when society and crime are changing at a rapid pace, increasing both the volume and complexity of issues facing police forces. The College of Policing recently published the Future Operating Environment 2040 report, which highlighted the key trends shaping policing's operational environment up to 2040, including: rising inequality and social fragmentation; a changing trust landscape; a larger, older, more diverse population; and technological change<sup>22</sup>. Preparing for and meeting these complex challenges will require a more diverse workforce that is able to adapt, innovate and challenge traditional ways of working.

## DIVERSITY ENHANCES INNOVATION AND PERFORMANCE IN THE WORKPLACE

A diverse workforce that incorporates differences in experience, perspectives and background has been shown to help foster innovation and drive high performance.

For example, Forbes' best workplaces for diversity were shown to enjoy 24% higher revenue growth<sup>23</sup>. In the context of policing, a diverse workforce can strengthen policing's ability to innovate, address community issues and improve perceptions of police legitimacy.

In Syed's diagram below, each circle represents a smart person with knowledge. When in a homogeneous team, individuals think in the same way, share the same perspectives, and draw on the same knowledge.

Diverse teams, on the other hand, have coverage of knowledge, skills, experience, and background. Each individual has the same amount of knowledge as the homogeneous group, but they use it differently. They bring insights from different perspectives which challenge, augment and diverge together to create collective intelligence<sup>24</sup>.



A homogeneous and unintelligent team (A team of clones)



A diverse and intelligent team (A team of rebels)

22. The College of Policing 'Future Operating Environment 2040'. Available online at: <https://whatworks.college.police.uk/About/News/Pages/Policing2040.aspx>.

23. Stovall, J (2018). How to get serious about diversity and inclusion in the workplace. Available online at: [https://www.ted.com/talks/janet\\_stovall\\_how\\_to\\_get\\_serious\\_about\\_diversity\\_and\\_inclusion\\_in\\_the\\_workplace/reading-list?language=en](https://www.ted.com/talks/janet_stovall_how_to_get_serious_about_diversity_and_inclusion_in_the_workplace/reading-list?language=en).

24. Syed, M (2019). Rebel Ideas: The Power of Diverse Thinking.

## DEVELOPING LEADERS EQUIPPED TO TACKLE CURRENT AND FUTURE POLICING CHALLENGES

Police Now recruits and develops diverse individuals with strong communication and problem-solving skills, high levels of emotional intelligence as well as a strong motivation to serve and collaborate with the public. These are essential skills for effective leadership, developing new ideas and helping policing prepare for the challenges of the future.

### COMMUNICATION AND EVIDENCE-BASED PROBLEM SOLVING

From initial application, Police Now assess for participants' communication and interpersonal skills.

Participants are supported to develop these skills across our programmes using scenario-based learning techniques that simulate policing challenges, as well as through tailored coaching and skills sessions.

Our programmes focus on embedding evidence-based approaches to problem-solving as the default approach to preventing and reducing crime and anti-social behaviour. Police Now officers receive training and coaching on different problem-solving methods, including the OSARA model (a five stage problem-solving approach which consists of Objective, Scanning, Analysis, Response and Assessment) during initial training, and are introduced to other key resources such as the

College of Policing's Crime Reduction Toolkit to ensure they are accessing the best available evidence of what works to reduce crime.

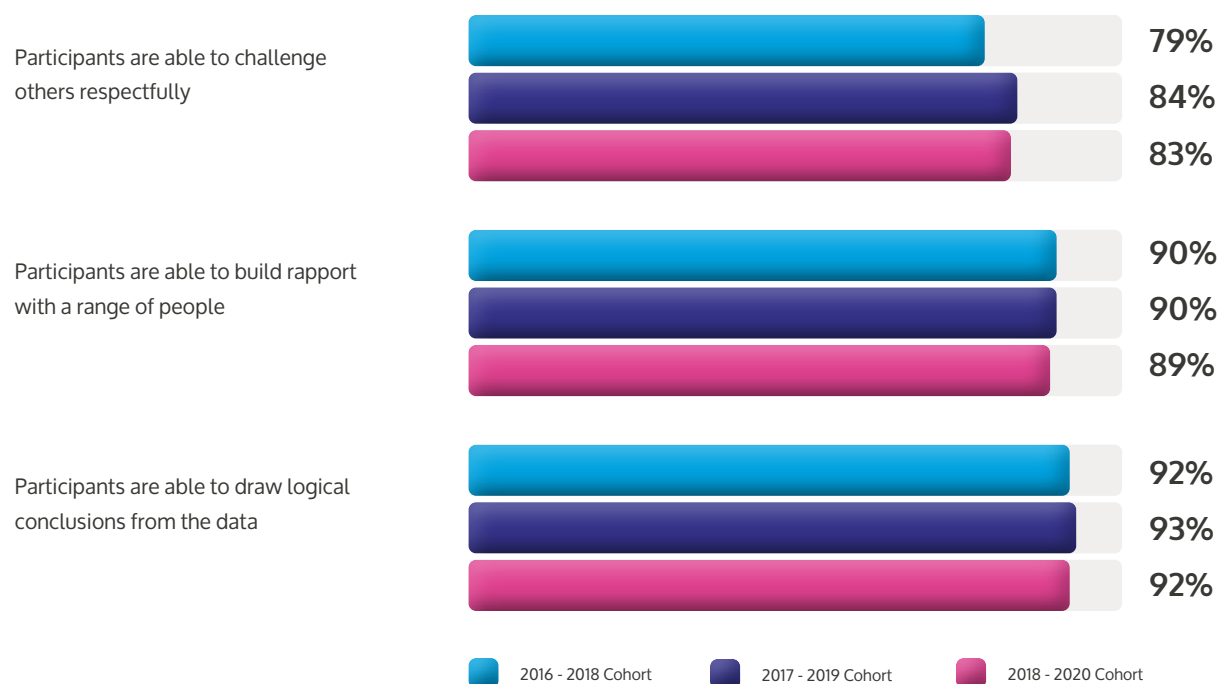
Independent evaluation suggests Police Now participants are more receptive to using the evidence base than officers joining through other routes and display an understanding of evidence-based policing similar to that of Superintendents<sup>25</sup>.

Participants' line managers and colleagues have shared consistent positive feedback on participants' communication and problem-solving skills.

**"He has completed some fantastic problem-solving work over the last year with some protracted cases and he has had a good insight into partnership working."**

Participant line manager,  
Thames Valley Police.

### 360 line manager and colleague feedback on recruits' communication and problem-solving skills (% agree)<sup>26</sup>



**“His ability to stay calm whilst communicating with people is exceptional. When giving information to members of the public, offenders or even other officers he is extremely clear and concise.”**

Participant line manager,  
Greater Manchester Police.

With a strong focus on evidence-based problem solving, Police Now participants and ambassadors have achieved notable success in reaching the finals of the national problem-solving awards, with Police Now participants having won the Police Now and Student Officers Tilley Award category for the past three years in a row. The Tilley Awards were relaunched by the Problem Solving and Demand Reduction Programme, being led by South Yorkshire Police, to celebrate the problem-oriented work of police officers tackling crime and community safety issues.

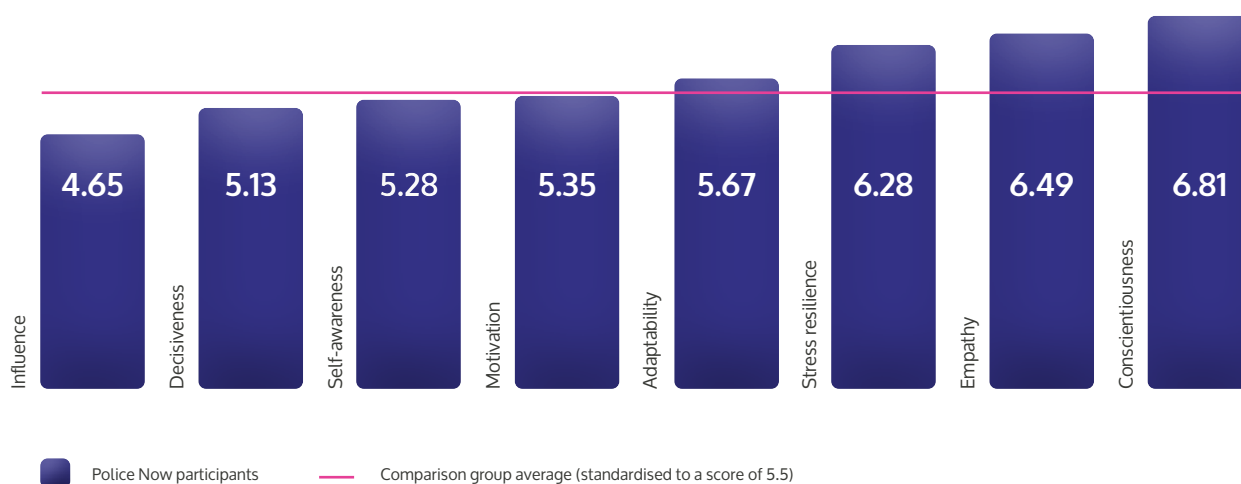
26. Aggregate 360 feedback data based on 690 respondents (n=287 line managers and n=403 other colleagues) across National Graduate Leadership Programme Cohorts 2, 3 and 4.

## EMOTIONAL INTELLIGENCE

Emotional intelligence, particularly empathy, is an essential leadership skill in policing for building public confidence, valuing diversity and difference, and ensuring that officers themselves are equipped to deal with the range of emotional situations they will confront on the policing frontline.

Independent research suggests that those entering the police service through Police Now score higher than a comparable group of professionals on several key dimensions of emotional intelligence, including **conscientiousness**, **empathy**, and **stress resilience**<sup>27</sup>. This data supports the argument that Police Now participants are well placed to serve the public and enact the principles of procedurally just policing.

**Emotional intelligence scores for Police Now participants, benchmarked against a comparison group of professionals (McDowall et al., 2019)**



“A subject reported as missing was arrested for the offence of stalking having been found hiding in her ex-partner’s house. The subject was in custody at the beginning of my shift and I was tasked to deal with her. I discussed with my supervisor how they proposed to manage the subject as I disagreed with their course of action. I treated the subject with empathy, keeping criminality in mind, but also taking time to work out how to help and prevent further incidents occurring.”

Trainee Detective Constable,  
National Detective Programme Participant, North Wales Police.



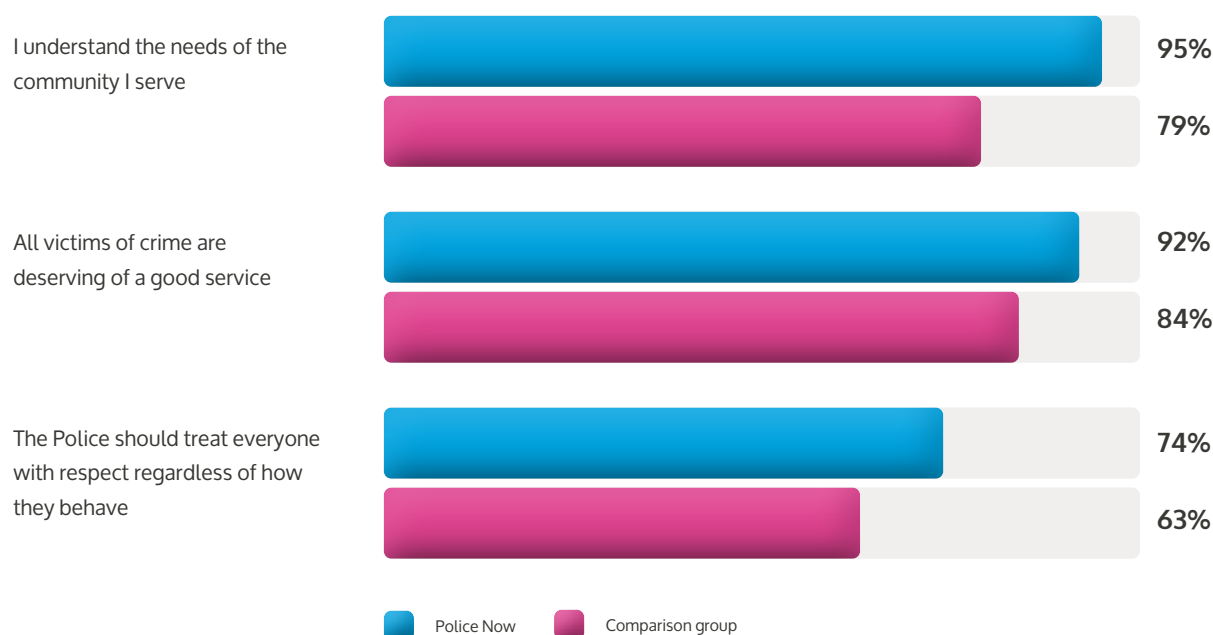
# PROCEDURAL JUSTICE

Evidence suggests that when members of the public perceive their interaction with police officers to be procedurally just - that is they feel that they have been treated fairly, with dignity and respect and given a voice in a process - they are more likely to view the police as legitimate<sup>28</sup>.

Procedural justice is at the very heart of Police Now's training and runs through all programme inputs, with dedicated materials and tools all aimed at improving the police-public relationship.

Independent research indicates that Police Now participants hold more positive views towards procedural justice and serving the public than a comparison police officer group<sup>29</sup>.

## Independent research examining the attitudes of Police Now participants towards serving the public benchmarked against a comparison police officer group



**"We really want to try and do things differently if we can. I think that's something which is massively encouraged by the programme and the sessions we have in terms of leadership. They're always challenging us to think differently and outside of the box. I think in policing that's a really important thing to do."**

**Police Constable Latia Suen,**  
National Graduate Leadership Programme Participant, Surrey Police.

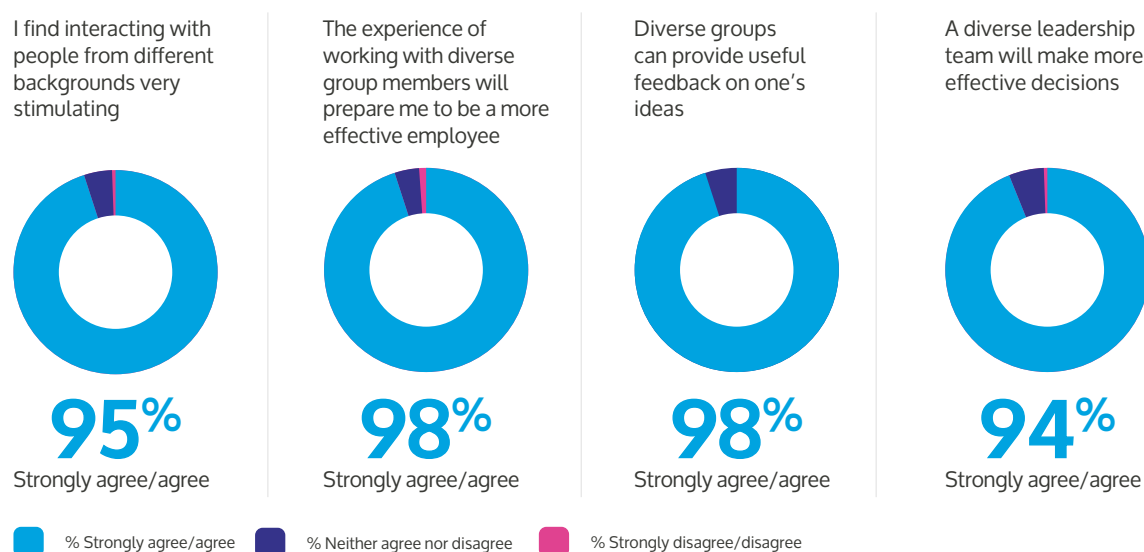
28. Mazerolle, L., S. Bennett, J. Davis, E. Sargeant, and Manning, M. (2013). Legitimacy in Policing: A Systematic Review, NY: Campbell Systematic Reviews

29. London Mayor's Office for Policing and Crime [MOPAC] (2017). Police Now Cohort 1: Final Evaluation Report. MOPAC. London. Results should be treated with caution due to low base sizes.

## PARTICIPANT SUPPORT FOR DIVERSITY AND INCLUSION

Police Now inspire and recruit high-achieving graduates from socially diverse backgrounds who place strong value on the importance of diversity and inclusion in the workplace<sup>30</sup>, increasing policing's ability to tackle racism, bias, or discrimination wherever it is found.

### Police Now participant's belief in the value of diversity



### "Stereotypes about other groups are usually true" (% disagree)



"When looking at how to make an impact in the police force, I ended up being more pulled towards how I could improve them from the inside. I started working with things like unconscious bias, diversity, and women's leadership. It's something that I didn't think I would end up doing, but once I got into the police and started looking around, I just saw so many things that could be improved and made so much better in terms of diversity and inclusion that I just couldn't help but get involved. "

Police Constable Anokhi Chouhan,  
National Graduate Leadership Programme Participant, Essex Police.

30. Measured via an online survey at the start of the 2020 Police Now Academy (n=335). More details on the 2020 YouGov poll can be found here: <https://yougov.co.uk/topics/politics/articles-reports/2020/06/22/british-police-oppose-positive-discrimination-ethn>. Comparisons between Police Now and YouGov data should be made with caution to differences in sampling and methodology.



## CASE STUDY

**Police Constable Gina Volp,**

National Graduate Leadership Programme Alumnus, Cheshire Police.

Winner of the Tilley Award: Investigations Category 2020.

### The problem:

Through a series of multi-agency meetings, it became apparent that there were several youths who were repeatedly coming to the attention of a number of social services due to their involvement in anti-social behaviour and violence. After some intelligence gathering and information sharing with partner agencies, it became clear that a far more serious

problem was occurring that was previously unknown to the police and our partners. Intelligence suggested that these youths were victims of a criminal operation in which vulnerable young females were taken to hotels by a female suspect, given drugs and alcohol, and then taken to another force area where they were sexually exploited by adult men.

### The approach:

To understand the extent of the problem, myself and my team analysed the factors that made these children vulnerable and focused on targeting hotels, identified by intelligence, to establish what was enabling this Child Sexual Exploitation (CSE) to take place. A multi-faceted response was implemented to safeguard the vulnerable victims using education, Child Abduction Warning Notices, and partner agency inputs. We targeted hotels using "S116 NOTICES", which can be served when the police reasonably believe that a hotel has been, or will be, used for the purpose of CSE. The notice allows police officers to quickly obtain information relating to hotel guests, within a certain time period, and

proved invaluable in enabling us to respond to information quickly and effectively. Alongside this, we distributed educational leaflets which put an obligation on hotel staff to contact the police if they suspected any CSE taking place and issued 'warning notices' to other hotels in the area in order to prevent the suspect moving to another hotel.

Finally, we also liaised with officers from our neighbouring forces to ensure they were equipped with the appropriate information and intelligence, should they encounter any suspects involved in the CSE.

### The impact:

Following a complaint made from a hotel, the suspect was arrested for sexual offences and bailed with conditions that prohibited her from contacting anyone under the age of 16. Whilst initially there were 12 vulnerable females subject to CSE, the operation has resulted in 11 of them no longer associating with the suspect. The number of times the vulnerable females have gone missing from home has also reduced by 64%.

A significant number have expressed to their guardians that they are no longer friends with the suspect and now understand why their relationship with her was inappropriate. Partner agencies have also reported that family relationships have improved, and schools have reported an increase in engagement. Despite the suspect being previously unknown to police, there are now 42 pieces of intelligence about her on the police system. There has also been a further 13 charges as a result of this work.



### CASE STUDY

**Police Constable Fran Robbs de la Hoyde,**

National Graduate Leadership Programme Alumnus, South Yorkshire Police.  
Winner of the Tilley Award: Police Now and Student Officers Category 2020.

#### The problem:

Support of Mental Health Facilities represents significant demand on frontline resources nationally. Kendray Hospital in Barnsley is a clear example of this in action, with an annual cost of approximately £92,000 for police support of missing persons. Of the calls to the police from the hospital in 2018, 29.7% related to missing patients – almost all of which were resource intensive cases. There is a requirement in policy for individuals detained under the Mental Health Act

to be reported missing to the police if their whereabouts cannot be accounted for. However, discrepancies in the risk categorisation process between the hospital staff and the police was leading to miscommunication and an ineffective response. As such, I created an intervention designed to simultaneously reduce demand on South Yorkshire Police and reduce risk to vulnerable patients.

#### The approach:

Through partnership work with the South and West Yorkshire NHS trust, I identified a problem with the understanding and execution of the missing persons policy. Having identified a training gap, I worked with senior management staff at the hospital to devise a training package to deliver to those working on the ward. This was based on the existing policy but tailored for the needs of those working on the frontline. The training aimed to improve knowledge of responsibilities

throughout the missing persons reporting process, including a more thorough use of the risk classification. In an effort to simplify the information and produce a straightforward guide, I designed a flow chart which encapsulated all the steps that are required when reporting missing patients of all risk categories. I also developed small changes in procedures to improve efficiencies in the reporting process.

#### The impact:

The effectiveness of this intervention was analysed over the same six-month period, prior to and after it was implemented, to control for temporal variations. The analysis showed there was a total reduction of 50% in calls to the service for missing mental health patients at Kendray Hospital and a 100% decrease in incidents in which insufficient information was passed to police about the patient's detention under the Mental Health Act.

This was as a result of enhanced communication and understanding between ward staff and police and an increased number of patients being allocated to a more appropriate risk grading. Due to the success of this project, it has since been adopted as best practice across the force.



## ENCOURAGING A CULTURE OF CONSTRUCTIVE DISRUPTION AND INNOVATION

Police Now uses a combination of innovative learning techniques and approaches to enable participants to develop and refine the skills needed to constructively disrupt existing cultures, protocols, and processes and achieve maximum impact in their communities.

## LEADERSHIP DEVELOPMENT OFFICERS

Dedicated Leadership Development Officers are unique to Police Now and come from a variety of backgrounds including policing, teaching, coaching and professional development.

Leadership Development Officers are critical for developing the leadership potential of Police Now participants and coach them to develop evidence-based approaches to tackle crime and anti-social behaviour in their communities, as well as building their confidence to innovate and influence change. They also play an important role in creating a holistic support system for all participants, ensuring high levels of career satisfaction and retention.

In 2019, 84% of participants agreed that their Leadership Development Officer supported their personal and professional development and 81% agreed that their Leadership Development Officer had challenged them to think differently<sup>31</sup>.



Police Constable Rose Osborne,

National Graduate Leadership Programme Participant, Avon & Somerset Police.

31. Measured via an online survey of National Graduate Leadership Programme Participants (n=82) 'To what extent do you agree that your LDO has supported your professional development' and 'To what extent do you agree that your LDO has challenged you to think differently'.

## INNOVATIVE LEARNING TECHNIQUES TO BUILD OPERATIONAL CONFIDENCE

Police Now's curriculum team is primarily composed of educationalists and policing professionals, ensuring that the learning techniques and approaches we embed into our training programmes reflect current best practice.

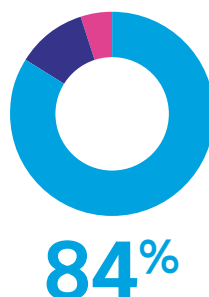
Since 2019, we have embedded the learning theories of deliberate practice, the novice to expert scale and the management of cognitive load as part of our academy education model.

Police Now is leading the way in deploying deliberate practice, which 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 build automaticity, reducing participants' cognitive load by ensuring they have an automatic response in a particular situation. We are constantly aiming to improve our offering to participants; in 2020 there was a 13% increase in the perceived quality of the deliberate practice training when compared with 2019<sup>32</sup>.

The continuous focus on improving our application of these learning techniques contributed to a highly successful academy in 2020, with participants' self-reported knowledge and confidence in their role being higher than any previous cohort at the same time point<sup>33</sup>. Early indications from the 2021

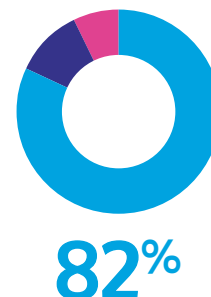
Police Now Academy also demonstrate that Police Now has managed to create a strong sense of participant preparedness and confidence with 86% of participants at the post-digital academy phase agreeing that they feel prepared to enter their force for the next phase of training (in-force field training and Officer Safety Training)<sup>34</sup>.

Participants' self-assessed knowledge, skills and abilities needed to perform the role effectively

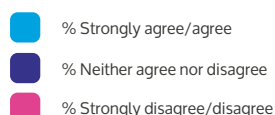


Strongly agree/agree

Participants' self-assessed confidence needed to perform the role effectively



Strongly agree/agree



## HYBRID RECRUITMENT AND TRAINING MODEL

Police Now is continuing to innovate in the development of a hybrid (digital and face-to-face) recruitment and training model, using digital technology and digital delivery to recruit and onboard prospective candidates (e.g. through the use of virtual reality experiences and digital assessment centres) and support participants' professional development.

We have successfully embedded a blend of face-to-face and digital delivery at our academies. Survey results from the Police Now Academy in 2021 show that 97% of participants agreed that the digital delivery phase improved their knowledge, skills, and abilities to do their job effectively. 92% of participants stated that they felt their learning progression during the digital phase of the academy had been excellent or good<sup>35</sup>.

32. Measured via an online survey on the last day of the 2020 Police Now Academy (n=369) 'Please rate the quality of the following aspects of the Summer Academy in enhancing your development and learning experience: Deliberate Practice'

33. Measured via an online survey on the last day of the 2020 Police Now Academy (n=369) 'I have the knowledge, skills and abilities needed to perform the role effectively' and 'I have the confidence needed to perform the role effectively'

34. Measured via an online survey after the digital phase of the 2021 Police Now Academy (n=198) 'Overall, the digital phase of the Detective Academy delivery has improved my level of knowledge, skills and abilities that I need to perform my job effectively' and 'Overall, the digital phase of the Detective Academy delivery has improved my level of confidence that I need to perform my job effectively'

35. Measured via an online survey after the digital phase of the 2021 Police Now Academy (n=198) 'Overall, how would you rate your progression in your learning during the digital phase of the Detective Academy delivery?'

## SYNDICATE LEADS

Syndicate Leads are seconded Sergeants from partner forces who teach, coach and mentor our participants at the academy.

They help pass on operational policing skills (both national and force specific), helping participants prepare to land in force and make an impact in their communities.

Once they have returned to force, Syndicate Leads are able to utilise these skills to strengthen their leadership capabilities as well as demonstrate readiness for promotion.

Whilst the Syndicate Lead role is instrumental in the training and development of Police Now participants, it also provides an opportunity for Sergeants or Acting Sergeants to develop their own skills. 83% of Syndicate Leads in 2020 agreed that the academy had contributed to their professional development<sup>36</sup>, citing facilitation, line management and effective coaching as skills which Police Now had helped them to develop.

During the 2020 Police Now Academy

**97%**

of participants agreed that their Syndicate Lead had had a positive impact on their development<sup>37</sup>.

**"My Syndicate Lead has been the single most impactful point of contact throughout this experience. They were integral to my learning, self-reflection, and overall wellbeing. I cannot thank them enough."**

Police Now Participant,  
National Graduate Leadership Programme.

**"I've developed my line management skills, including mediation and problem-solving skills. This has been one of the best things I've done in my career so far in terms of skills and resilience building as well as working alongside fantastic colleagues - both officers and Police Now staff."**

Police Now Syndicate Lead,  
National Graduate Leadership Programme.

36. Measured via an online survey at the 2020 Police Now Academy (n=36) 'To what extent do you agree or disagree that this experience has developed your professional practice?'.  
37. Measured via an online survey on the last day of the 2020 Police Now Academy (n=369) 'To what extent do you agree that your Syndicate Lead had a positive impact on your development?'.  
38.

## IN CONVERSATION WITH A LEADERSHIP DEVELOPMENT OFFICER



**Rachel Capper,**  
Leadership Development  
Officer.



**Police Constable Chloe Pennicott,**  
National Graduate Leadership  
Programme Participant, Thames  
Valley Police.

A conversation between Leadership Development Officer, Rachel Capper, and Police Now participant, Chloe Pennicott.

### How has Rachel supported you in terms of your confidence and leadership development?

**Chloe:** "Rachel has been absolutely pivotal as a sounding board for welfare and work issues. It's useful to have an external perspective to monitor your progress and Rachel notes the change she has seen in me, which I find very supportive for my personal growth. When I started my role as a neighbourhood officer, I struggled with self-esteem issues, but through my development work with Rachel we have both noted massive improvements in this area and I can now be more forward-thinking and focus on the operational side of the role."

### How do you work together to focus on creating innovative solutions to tackle challenges within the local community?

**Rachel:** "Before I can comfortably talk through operations and opportunities for innovation with any participant, they need to have a degree of comfort in their own competence and confidence in their abilities. The work Chloe and I did for the first year of our professional relationship was ensuring the building blocks were in place to allow Chloe to feel assured in her decisions. If someone is not comfortable making any decision, then they certainly won't take one that hasn't been done before. Consequently, the work that Chloe and I did focusing on her personal development allowed us to reach a point whereby we can now talk about operations with a level of detail we simply couldn't go into before."

During every PDP, I discuss participants' closed, on-going, and future operational plans with them. This allows me to understand how they intend to address any given problem and ask questions to stretch their thinking. Through encouraging participants to draw upon the existing evidence-base, analyse the clarity and conviction of their plan and trust their decisions, they can develop innovative solutions to address problems within the community."

**Chloe:** "A specific example which highlights my ability to think innovatively about longstanding community issues is my work involving vulnerable, elderly individuals. I am managing a particular offender who causes significant distress to our elderly residents. Through my conversations with Rachel, and colleagues, I realised there was more we could do in relation to engaging and supporting these residents. In partnership with local businesses, I am in the process of planning a coffee meet, during which myself and colleagues will go door-to-door with coffee and refreshments to meet isolated members of our community and provide crime prevention advice."

**"It's useful to have an external perspective to monitor your progress and Rachel notes the change she has seen in me, which I find very supportive for my personal growth."**



# IMPLEMENTING THE POLICE NOW NATIONAL GRADUATE LEADERSHIP PROGRAMME IN FORCE



**Sergeant Kayley Perkins,**  
Police Now Operational Lead and former Syndicate Lead, West Mercia Police.

## Q&A

**Q: What value does Police Now's National Graduate Leadership Programme bring to West Mercia Police?**

**A:** "The Police Now National Graduate Leadership Programme is an entry route into policing that takes a different approach. It captures the motivation, innovation, and enthusiasm of student officers from a range of backgrounds and casts these qualities into Safer Neighbourhood Teams where there is scope for them to undertake long-term problem solving and potential to have a positive impact in communities."

**Q: How is the Police Now programme implemented in West Mercia Police?**

**A:** "We have a dedicated multi-disciplinary team in force working to implement the Police Now programme, including myself (Police Now Operational Lead and former Syndicate Lead), a Project Manager and a Chief Inspector. West Mercia Police has worked in partnership with Police Now to provide opportunities and effectively support officers as they continue to learn and develop in their role. I believe that if officers feel valued and supported, they will maintain focus and motivation, be more resilient to personal challenges and are more likely to work to their highest potential."

**Q: How did being a Police Now Syndicate Lead shape your professional practice and leadership skills?**

**A:** "My professional practice and leadership skills have changed and improved in three main ways as a result of being a Police Now Syndicate Lead. Firstly, the role has given me an insight into a variety of different functions within West Mercia Police and has led to an increased understanding of the importance of alignment in partnership working, in order to achieve common goals. This knowledge and understanding enables me to make more informed decisions and manage others' expectations on a daily basis."

Secondly, the role helped me to realise the importance of communication and gave me an opportunity to enhance these skills. Effective communication is vital for coaching, mentoring and supporting others on a one-to-one basis, as well as for working with partners and the wider organisation to deliver innovation, raise awareness of Police Now and foster a supportive and inclusive culture in force.

Thirdly, my confidence in my leadership abilities has significantly increased and I am now more comfortable in giving constructive feedback and professionally challenging others."

# IMPACT EVENTS

Police Now Impact Events are an innovative way of holding participants to account on behalf of the communities they serve, whilst creating opportunities for knowledge sharing between a national network of officers.

Police Now participants are assessed at regular intervals on the most impactful things they have done to help reduce crime or increase public confidence. Participants present work on a wide

range of problem-solving initiatives, from dealing with anti-social behaviour and building multi-agency partnerships, to disrupting county lines and tackling serious youth violence.

# SKILLS SESSIONS

Skills Sessions are another unique aspect of Police Now's programmes.

Participants attend three Skills Sessions across the programme on topics such as coaching, valuing difference and inclusion and community engagement, each designed to develop their

leadership and policing skills. Participants can also bring their line manager or a team member to some of these sessions, so that other officers can benefit from this training.

# SECONDMENTS

Participants have the opportunity to spend up to four weeks away from the frontline during the second year of the National Graduate Leadership Programme with one of Police Now's partner organisations.

Police Now has established secondment partnerships with organisations across the private, security and government sector, including organisations such as Accenture, the Home Office and the Police Foundation. 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. The secondment process allows participants to develop new skills, exchange knowledge and bring new ideas back to their role, whilst also contributing to Police Now's overarching objective of bringing policing and other parts of society closer together. A greater understanding and closer working relationship with other sectors - drawing on the skills, expertise, and resources of partners - is crucial to help policing prepare and adapt for the challenges of the future<sup>38</sup>.

Police Constable Rosanna Walker completed a secondment in the Ministerial Private Office of the Minister of Policing. Talking about this experience, Police Constable Walker said:

**"What made me choose this secondment was the desire to gain a better understanding of how policy decisions that affect forces and police officers are made. I found the experience quite empowering as a female, as all of my colleagues were female too. Working with the Minister of Policing has also enabled me to develop my leadership style. The experience made me love my job even more and I continue to work as an officer within Essex Police."**



## CASE STUDY

**Inspector Tom Byrne,**  
National Graduate Leadership Programme Alumnus, West Midlands Police.

**"I had always been attracted to a career in public service, but it was the opportunities and challenges posed by Police Now which encouraged me to join policing."**

"As a neighbourhood police officer on Police Now's National Graduate Leadership Programme, I worked to tackle deep-rooted issues on my ward in the West Midlands, including begging and street drinking. During my time on the programme, I capitalised on a range of development opportunities including courses, internal attachments and an external secondment at the Home Office.

Since graduating from the National Graduate Leadership Programme in 2018, I have moved into a Temporary Inspector's role following completion of the College of Policing Fast Track Programme. During my time on Fast Track, my varied postings included response, custody and CID, as well as returning to neighbourhood policing as a supervisor.

Police Now provided me with an excellent foundation for the Fast Track Programme, not only in the form of developing partnership working, project management and communication skills but also personal resilience and commitment to making a real impact.

Throughout my career, I have sought out roles with a high level of responsibility and those which have allowed me to make a real difference to people's lives. I now work as one of the duty Inspectors in the force control room; a varied role which involved qualifying as an Initial Tactical Firearms Commander. Alongside my colleagues, I deal with a range of incidents each day involving a high degree of threat and risk, including pursuits and firearms incidents. This provides an excellent opportunity to make a difference to the lives of members of the public across the West Midlands."



## CASE STUDY

**Eleanor Covell,**  
National Graduate Leadership Programme Alumnus,  
Head of Strategy (Policing) at Crest Advisory.

**"I joined the Metropolitan Police Service as part of the first ever Police Now cohort in 2015 and served as a Dedicated Ward Officer."**

"My time as a Dedicated Ward Officer, and the support and training provided by Police Now, enabled me to work closely with a community to understand local issues and implement solutions. It also afforded me opportunities to understand how policing operates beyond neighbourhood policing, and at a strategic level, with a secondment to the Home Office Strategy and Transformation Unit.

At the end of my two years on the Police Now National Graduate Leadership Programme I realised that I wanted to harness the leadership and problem-solving skills that I had gained during this time to develop a career in a strategic role, which would allow me to continue to support policing in the UK to be the best it can be.

I am now employed as Head of Strategy and Performance at Crest Advisory (the UK's only consultancy dedicated to crime and justice). In this role, I lead our work supporting the police to measure, forecast and plan for demand, drawing on my experiences as a frontline officer and using the tools I learned on the programme to present clients with innovative solutions and actionable insights.

Crest Advisory are now also an external secondment host organisation. As such, I have led partnership opportunities and hosted Police Now secondees, supporting the next generation of participants and contributing to our objective of bringing policing and society closer together."

# VISIBLE IMPACT IN COMMUNITIES AND POLICING

**"As a police officer, you can change lives, you can change communities and you can really make a difference."**

**Police Constable Emma Adams,**  
National Graduate Leadership Programme Participant, Hertfordshire Constabulary.



# CREATING SAFER COMMUNITIES AND BUILDING THE PUBLIC'S CONFIDENCE IN POLICING

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

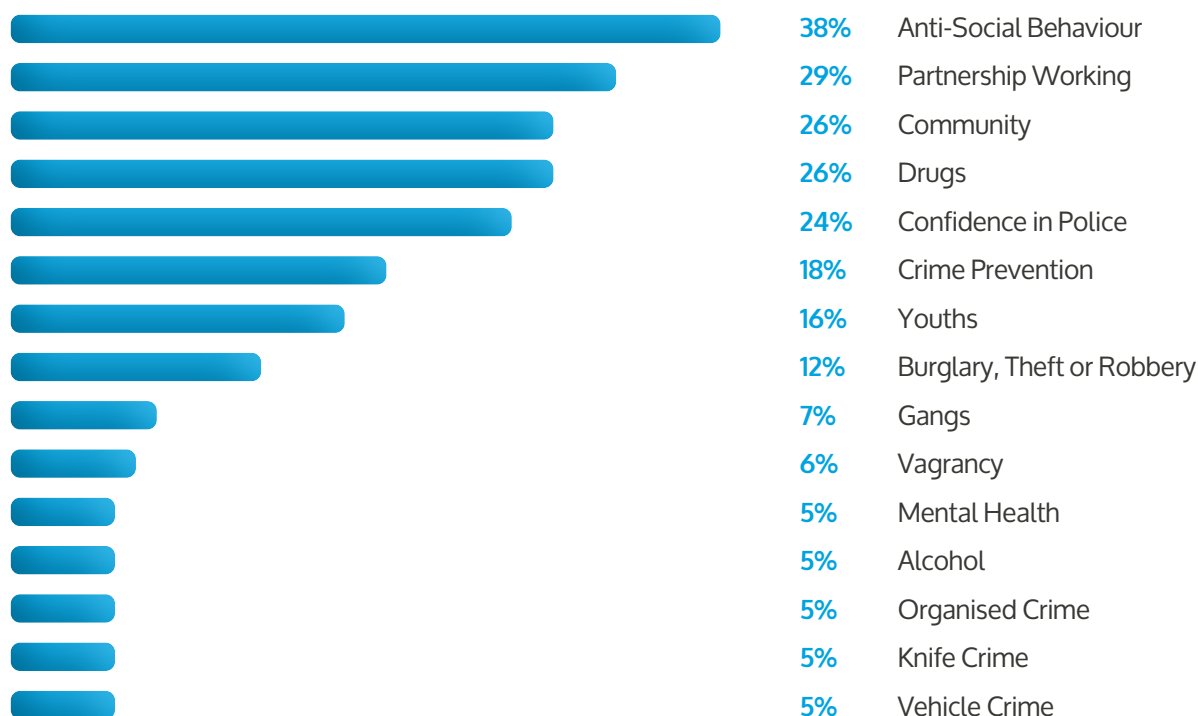
Police Now holds all participants to account on behalf of the communities they serve, with participants required to present evidence of impact in their communities and evidence-based problem solving to their colleagues and peers at Police Now Impact Events. Police Now participants are working on a wide range of issues, from dealing with and reducing demand associated with anti-social behaviour, to disrupting county lines, tackling domestic abuse, child sexual exploitation and serious youth violence.



View the Impact map online:

[policenow.org.uk/impact-and-insights/#map](https://policenow.org.uk/impact-and-insights/#map)

Topics on which National Graduate Leadership Programme participants focused their Impact Assessments (2015-2019)<sup>39</sup>



**"Part of the message of Police Now is impact from day one, and I think that's something that really is true."**

**Detective Constable Jacob Reeves,**  
National Graduate Leadership Programme Alumnus, Cambridgeshire Constabulary.

39. 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%).

## REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR

Independently peer reviewed analysis suggests that the targeted problem-solving work of Police Now participants is translating into 'green shoots' of impact on crime and anti-social behaviour, but there remains more to do.

Police recorded crime data was analysed from five partner force areas for our second cohort of National Graduate Leadership Programme participants' 22-month deployment period (October 2016 – July 2018) and compared to the 22-months prior to this cohort joining the programme (October 2014 – July 2016), to control for any seasonal variation in crime. The independently peer reviewed results show an 11.7% reduction in anti-social behaviour in the communities where Police Now participants were posted, compared to a 7.2% reduction in communities without a Police Now participant<sup>40</sup>.

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



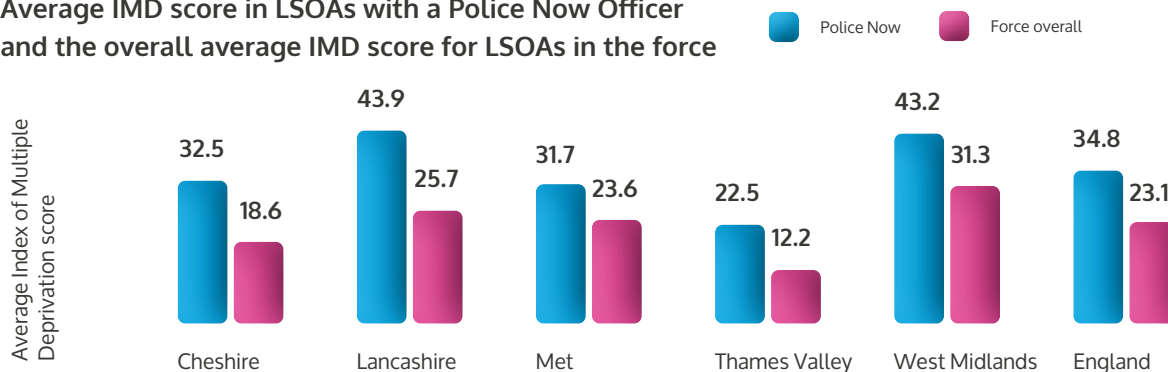
## GENERATING IMPACT IN THE COMMUNITIES THAT NEED US MOST

Analysis suggests that Police Now participants typically work in more deprived communities that are characterised by higher levels of crime and anti-social behaviour, and lower public confidence in the police<sup>41</sup>.

Using data from the Indices of Multiple Deprivation 2015 (IMD<sup>42</sup>) across five of our partner forces, analysis compared the average relative deprivation score in the communities where our second cohort of National Graduate Leadership Programme participants were posted to the average relative

deprivation score for Lower Layer Super Output Areas (LSOAs) in the partner force. This analysis showed that the areas where Police Now officers work were, on average, considerably more deprived than the force average.

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



40. Police recorded crime data for England and Wales (2014-2018). Whilst these independently peer reviewed results should be treated with caution in the absence of a fully randomised design, and noting the limitations with police recorded crime data, the results provide encouragement that we are beginning to see the positive impact envisioned in our Theory of Change.

41. See London Mayor's Office for Policing and Crime Public Voice Dashboard. Available online:

<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/public-voice-dashboard> (Accessed 05 January 2021).

42. The IMD is the official measure of relative deprivation for small areas (neighbourhoods) in England (higher score = higher deprivation). Seven main types of deprivation are considered in the Index of Multiple Deprivation 2015, including: income, employment, education, health, crime, access to housing and services, and living environment. These are combined to form the overall measure of multiple deprivation. The IMD data is an open source data that can be downloaded from the Gov UK website: <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>.

# MAXIMISING POLICE NOW PARTICIPANTS' IMPACT IN THE WEST MIDLANDS

Case study analysis of West Midlands Police indicates positive trends in recorded crime and anti-social behaviour in the communities where Police Now's second cohort of participants were posted. The results showed:

- A 21% reduction in anti-social behaviour during their 22-month deployment period (October 2016-July 2018), compared to a 10% reduction in communities without a Police Now officer.
- Reductions in shoplifting (-10%), bicycle theft (-3%) and theft from person (-2%).
- Smaller increases in burglary, robbery and violence and sexual offences compared to communities without a Police Now participant.

## What conditions led to this visible impact?

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

West Midlands Police led sessions designed to equip participants with an understanding of force priorities and their strategic transformation plan, which informed participants' objectives.

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

Participants were posted to some of the most deprived neighbourhoods in the West Midlands area with the majority being posted to neighbourhoods that fall within the 10% most deprived in the country (based on IMD 2015).

3. Before arriving in force, participants were prepared with localised knowledge resulting in a strong understanding of the issues facing their communities.

Participants were able to build relationships with their force Syndicate Leads and were provided with information from West Midlands Police. This enabled participants to contextualise their learning alongside knowledge of the problems facing the communities they were responsible for and accountable to.

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

Participants took personal responsibility for their communities by adopting new, creative approaches to problem-solving. Action Learning Sets, group coaching, and problem-solving forums created the opportunity to share, collaborate and innovate on community issues. Examples of participant work included:

- Using social media effectively to engage with 'hard to reach' communities.
- Social Network Analysis to identify offenders and build the force intelligence base.
- Randomised control trial to evaluate an intervention aimed at reducing repeat calls for service and safeguarding vulnerable people.

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

The cohort developed a strong sense of cohesion and friendship which lasted the entirety of the programme and beyond. They were proud to be part of West Midlands Police and their first cohort of Police Now participants.



## BUILDING 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 communities without a Police Now participant (+3%) over the same period<sup>43</sup>.

### Important methodological note

We remain committed to measuring the impact of participants on crime, anti-social behaviour 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 impact<sup>44</sup>, limited availability of data on public confidence in policing at a neighbourhood level and the challenge of finding well matched comparison communities<sup>45</sup>. 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' statements of impact<sup>46</sup>. The results in this report (and indeed previous reports and website materials) should therefore be treated with caution due to limitations with the data and methodology. This includes, for example, that police recorded crime and anti-social behaviour statistics 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 problem-solving activities beyond the boundaries of their dedicated neighbourhood area.

43. The results preclude cause and effect statements and should be treated with caution due to the relatively small number of survey respondents aged 16-24 during the period in which our first cohort of National Graduate Leadership Programme participants were deployed.

44. 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](https://www.london.gov.uk/sites/default/files/mopac_police_now_evaluation_report.pdf).

45. 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/>.

46. This analysis does not and cannot claim that the changes in police recorded crime or public confidence is a direct outcome of the presence (or not) of Police Now participants. The analysis was unable to control for the many other factors which could impact changes in recorded crime or public confidence during the analytic period.





## CASE STUDY

**Police Constable Paige Holloway,**

National Graduate Leadership Programme Participant, Derbyshire Constabulary.

### The problem:

In January 2020, there was a drug-related murder which generated a significant amount of interest in my community.

### The approach:

I launched an operation which aimed to reduce the supply, sale, and purchase of drugs in my community. In the early stages of the operation, I made the decision to combine traditional neighbourhood policing with a CID approach, as previous warrants conducted by the neighbourhood team had been successful in disrupting specific nominals, but less so in reducing the overall supply and demand of drugs in the community.

I contacted the Detective Sergeant on the Tactical Crime Team for support on how to run a higher-level investigation within the neighbourhood team in order to ensure I was able to efficiently pursue the identified nominals through the use of new investigative techniques and tactics.

The investigation identified an extensive cocaine market which highlighted the requirement for the provision of additional support for drug users in the community. I was able to identify the primary age range that drug users began using illegal drugs which allowed me to initiate the commission of more preventative work, in addition to work which supports current drug users.

### The impact:

My operation led to the execution of five simultaneous warrants involving over 100 police officers and the charge of ten individuals. As a result of the operation, a targeted Crimestoppers campaign was funded which has led to an increase in intelligence regarding drugs and trafficking. Calls for service have also decreased and we have received positive community feedback.

I have also maintained a positive working relationship with the Tactical Crime Team Detective Sergeant and have been able to share my learnings with colleagues, by assisting with their separate enquiries and investigation plans into drug supply.

Additionally, this operation has led to my secondment to a new team which targets criminality that poses a high risk of harm to the community. Through this opportunity, I will be able to share my experience with officers from other areas of the constabulary as well as advance my personal development through continued work under the supervision of a Detective Sergeant.



## CASE STUDY

**Police Constable Sami Halepota,**

National Graduate Leadership Programme Participant, Surrey Police.

Winner of the Tilley Award: Police Now and Student Officers Category 2021.

### The problem:

I became aware of repeat drug-related anti-social behaviour in a local estate and local youths being harassed. Investigating this further, I identified two criminal youth peer groups operating in the area, led by several adults with potential links to county line drug dealing, firearms and violence. Children from one of these groups were scared to leave their houses due to the threats and harassment they were experiencing from the rival criminal peer group. This was a deprived area, and the children in both criminal peer groups had learning disabilities and mental health issues.

It became clear that what had initially appeared to be low level anti-social behaviour and drug use on the estate was actually the visible tip of a much larger underlying problem involving Child Criminal Exploitation. The high risk involved had not previously been flagged on police systems for reasons including: a distinct lack of reporting and confidence in the police among the local community, poor evidence and isolated anti-social behaviour incidents being classed as "low risk". As a result, I was motivated to address the root cause of the issue.

### The approach:

Calls and visits were conducted to all residents reporting anti-social behaviour in the estate to provide reassurance and gather information. Multi-agency meetings were held between Children's Services, the police and partner organisations to aid with intelligence gathering and information sharing. The adult offenders were targeted using innovative tools such as Child

Abduction Warning Notices (CAWNs) and tailored use of anti-social behaviour legislation was used to both restrict criminal activity and actively safeguard the youths at risk of exploitation. In addition, support was offered to vulnerable children and their families.

### The impact:

**Since July, we have not had reports of any further offences by either of the criminal peer groups.**

We are no longer receiving reports of harassment and no further significant concerns have been raised to the police or Children's Services. Through the joint work of all involved, relationships have been built between the community and partners and we have open communication channels for ongoing support.

**Additionally, there has been nearly a 50% reduction in overall anti-social behaviour on the estate, compared with a 5% reduction in the surrounding town.**

Lastly, to ensure sustained impact, there are civil orders in place for key offenders and set policies

and procedures prepared with partner agencies. This means that should the youth or the criminal peer groups come to attention again, police action will be much more effective and efficient.

Commenting on Police Constable Halepota's work in Surrey Comet, Chief Inspector Mark Offord said:

**"This was a holistic problem-solving approach, delivered in partnership with other agencies but driven by Police Constable Halepota when he was in his first year with us on the Police Now scheme. The operation has led to lasting change with a significant reduction in crime, and in delivering this, Police Constable Halepota demonstrated a level of performance far beyond that which we would expect to see at his level of experience<sup>47</sup>."**



## CASE STUDY

**Police Constable Maria Redgwell,**  
National Graduate Leadership Programme Participant, Kent Police.

### The problem:

The anti-social use of motorbikes, quad bikes, and dirt bikes, has become a recurring and deeply entrenched problem across both the urban and rural areas of the Dover District. This has adversely affected the local community who

have been repeatedly blighted by the behaviour of these motorists, and who were yet to see any significant proactive and long-term solutions to this problem.

### The approach:

In order to improve communication and engagement, a bespoke guidance poster was produced to encourage residents to report the anti-social use of motor vehicles, and to ensure they were educated on what information to provide when doing so. Initially this was shared across our social media channels, but through further partnership working with Dover District Council and the Community Safety Partnership,

this poster was produced as a metal sign and displayed in 20 hotspot areas across the Dover District. The response plan also included frequent social media engagement, days of action involving specialist policing teams, regular patrols of hotspot areas, speed enforcement patrols, and exploring long-term solutions by utilising a multi-agency problem-solving approach alongside Dover District Council.

### The impact:

**Between April and August 2020, we issued a total of 32 Section 59 Warnings, seized six vehicles, issued nine Community Protection Warnings, issued 13 traffic offence reports for speeding, and made one arrest for theft of a motor vehicle. There was a 45% decrease in nuisance vehicle reports in July 2020 and a 35% decrease in nuisance vehicle reports in August 2020, compared to the reports we received in April 2020 (before enforcement work began). Alongside this, recent reports have contained the key information that is needed for the police to pursue enforcement action which would otherwise have been unachievable.**

To build on the success of this work, discussions are ongoing with Dover District Council about long-term solutions such as the utilisation of

noise barriers in the form of tree-lines, and the development of an off-road motorbike circuit to provide those with a passion for the sport a safe and legal way to enjoy this, away from residential areas.

This work was featured in articles by Motorcycle News, one of the largest news sources in the world for biking, as well as Kent Online<sup>48</sup> and the Hawkinge Gazette which highlighted our multi-agency response and results to national and international audiences. The coverage of this work has been positively recognised by those who use motorbikes legally and legitimately, as well as by our local communities.

48. See: <https://www.kentonline.co.uk/deal/news/biker-arrested-for-assault-as-part-of-clamp-down-229763/>.

## DRIVING LONG-LASTING IMPACT THROUGH A CONNECTION FOR LIFE

**Connection for Life** is a core part of our strategy to achieve our vision of creating a safe environment where everyone, including the most vulnerable and deprived, has a chance to thrive.

We can only achieve this ambitious vision by successfully creating a movement for change in policing, beyond the immediate reach of our programmes. In order to catalyse a movement for change, we need to support ambassadors into leadership positions.

The retention of participants and their active engagement in Connection for Life activities are fundamental in creating long-lasting impact in communities and policing. Police Now participant retention rates are high and consistent across our programmes:

### Rates of retention across Police Now Programmes according to gender and ethnicity<sup>49</sup>



**"If you want to progress either upwards or into specialisations after the end of your programme, I know that Police Now will support you through that process."**

**Detective Constable Jacob Reeves,**  
 National Graduate Leadership Programme Alumnus, Cambridgeshire Constabulary.



The Connection for Life strategy and aims are threefold:

## Networks and Innovation

**To foster connections and collaboration amongst our ambassadors to share knowledge, expertise, and ongoing support. Police Now actively facilitate the conditions for ambassadors to innovate, improve, develop, and adopt new ways of working which strive to break the link between crime and deprivation.**

Police Now's Ambassador Network is a group of self-organising individuals with a range of experience, skills, knowledge, and backgrounds who are united by their motivation to achieve Police Now's mission. Lead Ambassadors are leaders amongst peers and 'co-authors' of the Police Now Ambassador Network. It is their role to galvanise other ambassadors in our collective work towards achieving Police Now's vision in the long term.

To date, 17 Lead Ambassadors have been trained and onboarded across ten of our partner forces, with these numbers set to grow in the coming months. Together, Police Now's Lead Ambassadors have started to create their own mentoring groups, begun to expand the Police Now Affinity Networks, and are aiming to organise a diversity and inclusion forum.

The development of Innovation activity later this year serves to 'spark the art of the possible' for Police Now's ambassadors. We are supporting ambassadors to think creatively about some of the most deeply entrenched problems within both the communities they serve and the police service itself. Where appropriate, the highest potential mission-aligned ideas may be supported by Police Now.

## Progression

**To provide tailored support to increase the number of ambassadors who are successful in gaining substantive promotion to Sergeant or a place on the Fast Track Programme.**

The Promotion Support Pathway has been created for current and previous Police Now officers and Syndicate Leads applying to move up the ranks within policing. It is designed to give these individuals the confidence, support, and tools they need to perform well in their promotion applications, interviews, and exams. We also support them to be effective in role through ongoing development.

Supporting our participants and ambassadors into more senior roles in policing will continue the drive to transform communities and policing. We are committed to contributing to increasing the diversity of those in leadership positions within policing and are developing a comprehensive positive action strategy to support this. This year we are supporting over 50 ambassadors to join the College of Policing's Fast Track Programme and become substantive Sergeants.

## Professional Development

**To actively support alumni to develop their professional skills throughout their career to maximise their effectiveness in role.**

The Professional Development Pathway will support officers to maximise their effectiveness in role and their impact within the force and communities they serve. Police Now's aim is to offer a clear map of where our ambassadors can go in order to access existing professional development resources within the sector, as well as creating specific opportunities in response to the needs of our ambassadors.



## CASE STUDY

**Police Constable James Whild,**  
National Graduate Leadership Programme Alumnus & Lead Ambassador,  
West Midlands Police.

“Whilst at the Police Now Academy in 2018, I became aware of a number of proposals put forward by West Midlands Police and the Crime Commissioner which aimed to tackle the scourge of drug-related issues in the West Midlands.”

“One proposal included providing frontline officers with Naloxone, a first-aid medication which reverses the effects of a drug overdose in order to save lives. I was fascinated by this and wanted to get involved in helping West Midlands Police become the first force in the UK to deploy officers with Naloxone.

I joined the force steering group and took on the role of establishing a protocol for usage and conducting the evaluation of the pilot programme that would take place in Birmingham City Centre. Although I worked on a separate ward, I conducted the evaluation alongside my neighbourhood policing duties and presented the findings at a national Naloxone learning event and a force review summit. The evaluation findings demonstrated that the pilot improved knowledge of opiates among officers and increased their confidence in carrying

Naloxone kits. The pilot also helped to reduce the number of overdoses in the community, therefore saving lives and reducing costs to society.

In March 2020, I was given approval from senior leadership to begin the process of bringing Naloxone to my own ward and town centre. In addition to this, I arranged my Police Now external secondment with the University of Sheffield and decided to use this as an opportunity to build on the evaluation of the pilot. Since graduating from the programme, I have begun the process of completing a dissertation on this work with the supervision of an academic professor. I look forward to sharing the findings of this work in the near future to influence what I hope will be further deployment of Naloxone across West Midlands Police and other forces across the country.”





“Neighbourhood policing allows you to engage with residents, work towards long-term solutions for ongoing community issues and make a real change.”

Police Constable James Pullen,

National Graduate Leadership Programme Participant,

Metropolitan Police Service.



# CHIEF EXECUTIVE OFFICER'S STATEMENT

"Police Now participants are having a positive impact on crime and anti-social behaviour in communities across England and Wales, tackling a range of issues from serious violence to everyday disorder which has a detrimental impact on those who are most vulnerable in our society."

David Spencer,  
Co-founder & Chief Executive Officer, Police Now.



# CHIEF EXECUTIVE OFFICER'S STATEMENT

## DAVID SPENCER, POLICE NOW

As this year marks the milestone of the 1,800th police officer joining the police service in England and Wales through Police Now, our mission to transform communities by recruiting, developing, and inspiring diverse leaders in policing continues to be at the heart of everything we do.

This year 563 participants joined policing through the National Graduate Leadership Programme and 224 joined through the National Detective Programme. Despite this nearly 100% year-on-year growth since 2019/20 we continue to maintain the highest standards for those joining the programme. This is demonstrated by the intensity of the competition to join our programmes with over 18,000 people applying to Police Now this year.

There has also been no compromise in our drive to ensure our cohorts are highly diverse – this year women represent 57% of our participants and nearly 20% of our participants are Black, Asian, or from a Minority Ethnic background - both proportions being significantly higher than other entry routes into policing. Police Now's commitment to social mobility also remains undimmed with 15% of our participants having been entitled to free school meals as a child.

To effectively take on the complex challenges facing policing and communities, policing must continue to adapt, innovate, and embrace change. Our data clearly demonstrates that Police Now's participants bring into policing high levels of emotional intelligence, strong communication and problem-solving skills, underpinned by a strong commitment to serving the public. These are the vital leadership skills and qualities which are needed to constructively challenge the status quo and help to deliver innovation on the policing frontline.

Police Now's programmes enable our participants to build on these skills. Over the last year we have continued to develop our programmes, constantly looking at how we can introduce new ways of developing our participants to better enable them to increase the impact they are able to have in their communities. We launched our first iteration of Police Now's programmes under the Policing Education Qualifications Framework (PEQF) in 2019 and are now well into the development of the next iteration of the programmes under the PEQF for delivery in 2021/22.

Encouragingly the vast majority of our participants choose to remain in frontline policing roles with high retention rates which notably are highly consistent across different demographic groups. Since our first cohort joined policing in 2015, a significant number of our alumni have become Detectives, been promoted or been successful in gaining a place on the national College of Policing Fast Track programme.

Our programmes themselves remain focused on enabling our participants to have a positive impact in the communities that they serve. As the data and case studies show, Police Now participants are having a positive impact on crime and anti-social behaviour in communities across England and Wales, tackling a range of issues from serious violence to everyday disorder which has a detrimental impact on those who are most vulnerable in our society. Working with their colleagues across policing and in partnership with our communities, they demonstrate that we can continue to achieve our collective vision to create a safe environment where everyone has a chance to thrive.

As ever, I remain hugely grateful to our participants and policing colleagues who continue to work tirelessly to protect the most vulnerable in our communities.

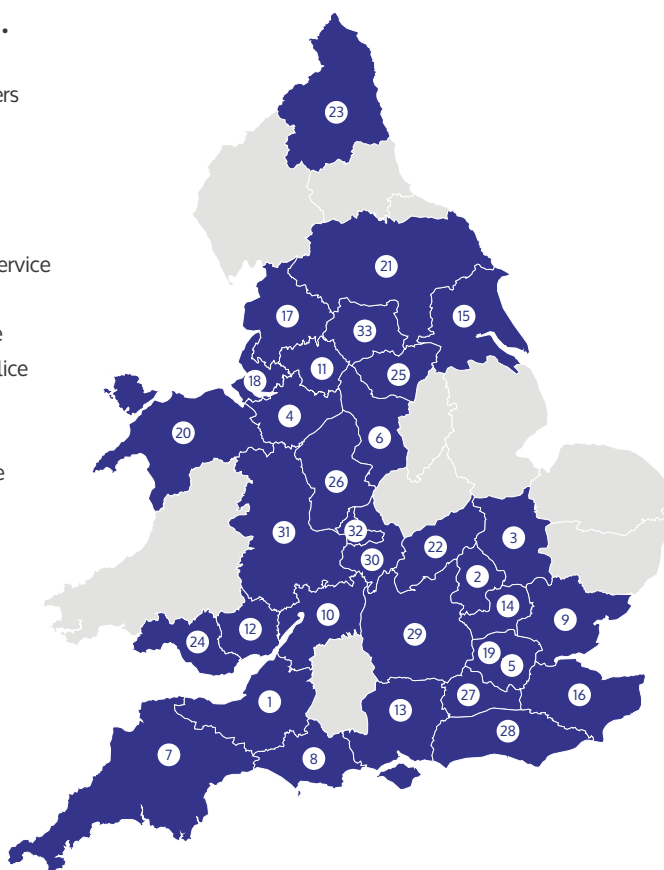


## OUR PARTNER FORCES

Over the past six years, Police Now has established partnerships with 33 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.

- |                                 |                                |
|---------------------------------|--------------------------------|
| 1 Avon & Somerset Police        | 18 Merseyside Police           |
| 2 Bedfordshire Police           | 19 Metropolitan Police Service |
| 3 Cambridgeshire Constabulary   | 20 North Wales Police          |
| 4 Cheshire Constabulary         | 21 North Yorkshire Police      |
| 5 City of London Police         | 22 Northamptonshire Police     |
| 6 Derbyshire Constabulary       | 23 Northumbria Police          |
| 7 Devon & Cornwall Police       | 24 South Wales Police          |
| 8 Dorset Police                 | 25 South Yorkshire Police      |
| 9 Essex Police                  | 26 Staffordshire Police        |
| 10 Gloucestershire Constabulary | 27 Surrey Police               |
| 11 Greater Manchester Police    | 28 Sussex Police               |
| 12 Gwent Police                 | 29 Thames Valley Police        |
| 13 Hampshire Constabulary       | 30 Warwickshire Police         |
| 14 Hertfordshire Constabulary   | 31 West Mercia Police          |
| 15 Humberside Police            | 32 West Midlands Police        |
| 16 Kent Police                  | 33 West Yorkshire Police       |
| 17 Lancashire Constabulary      |                                |



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 Graduate Leadership Programme	2020	10,053	563
National Detective Programme	2019	3,992	93
National Detective Programme	2020	8,321	224

## THE BOARD

The Police Now Board of Trustees draws on commercial, policing and government experience across a diverse range of individuals from different backgrounds.

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.



For more information on Police Now's Board of Trustees, please see the 'About Us' page on our website:

[policenow.org.uk/about-us/#team](https://policenow.org.uk/about-us/#team)

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## THANK YOU

We would like to say a huge thank you to each of our Police Now participants and their policing colleagues who work incredibly hard every day in challenging circumstances to transform some of the most vulnerable communities across England and Wales.

We would also like to express our sincere thanks to our force partners and the Home Office for their continuing belief, dedication, and support of Police Now's mission. The regular feedback you provide us with is essential in enabling us to continually improve, innovate and maximise the impact of our participants in their local communities.

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. Your support and guidance in helping us to develop and grow both our National Graduate Leadership Programme, and more recently our National Detective Programme, has been invaluable.

We are also extremely grateful to our Headquarters team who have demonstrated continued resilience, passion, and commitment in their work to support the policing sector throughout a particularly challenging year. Similarly, we are thankful to our Board and Board Committee members, who continue to dedicate their time to help us achieve our mission.

# POLICE:NOW

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