

POLICE:NOW
INFLUENCE FOR GENERATIONS

IMPACT REPORT 2017

Foreword by the Home Secretary

I am very pleased to introduce Police Now's first Impact Report.

Originally the idea of two frontline Metropolitan Police officers, Police Now is a ground-breaking scheme giving university graduates with leadership potential a route to becoming police officers, so they can make a difference in the fight against crime as well as supporting their communities.

This Government is committed to helping police leaders to develop a workforce which is flexible, capable and professional: agile enough to adapt as crime and society changes. We have been strong supporters of Police Now, providing more than £7 million of funding over the past three years, which has seen the scheme go from strength to strength. The success of Police Now includes both attracting the brightest and the best to join the police as well as inspiring those officers and their peers on the frontline to innovate, using their unique position as frontline police professionals to drive change in their communities. From the Summer Academy to 100 Day Impact Events, Police Now is having a real impact on crime and communities.

Through Police Now, officers and their local partners are changing the face of community policing in some of the country's toughest neighbourhoods whilst strengthening the historic British principle of policing by consent. Police Now participants are tackling entrenched local crime problems, improving confidence in the police and reducing concerns about crime. Police Now continues to develop fresh approaches to police training and leadership development and is having a broader impact on the development of policing as a profession, including through its work with the College of Policing. The fast growth in both the number of forces participating and the number of outstanding graduates from a wide range of backgrounds applying to join the programme is testament to Police Now's appeal both to employers and participants.

I am delighted to support Police Now which, along with other innovative recruitment schemes, is widening the talent pool and bringing in people from a diverse range of backgrounds to careers in policing. I am proud to support your continued growth and wish you all the best with your future endeavours.

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Rt. Hon Amber Rudd MP
Home Secretary

Introduction by Sir Ian Powell and David Spencer

Britain's most challenged and disadvantaged communities need the very best police officers – individuals who are well trained, well supported and inspired to make a difference. As this report demonstrates, such a cohort of individuals can help transform the communities they serve and the police service itself.

Police Now participants are part of a progressive model of neighbourhood policing, helping officers across the country fight local crime and anti-social behaviour and meet growing challenges around terrorism and extremism. To date we have recruited, trained and developed a movement of almost 400 graduates with outstanding leadership potential. Working alongside their dedicated colleagues, our participants are helping to transform the life chances of people in the most challenged areas and bringing innovation to the policing frontline.

We would first like to thank and congratulate our participants – the champions of our movement who apply their leadership, resilience and problem-solving skills for the benefit of the public every day. Thank you also to our force partners, not least the Metropolitan Police Service, who provided us with the platform to pitch Police Now at the Commissioner's 100 event in 2013 and launch our programme in 2015. We are also indebted to our Board members and staff for all that they do.

We cannot transform communities alone. Government and business support is crucial to our success, helping us to grow our programme and enhance our impact. We are extremely grateful for the support we have received from the Prime Minister, Home Secretary and some of the brightest and most innovative minds both inside and beyond policing.

Our journey is just beginning. Early indicators demonstrate that we are starting to deliver the positive impact envisioned in our original Case for Change, but breaking the intergenerational links between crime and deprivation is a long-term project that we are determined to see through. As we grow, we are excited to see the impact our participants and ambassadors continue to have on policing and wider society.

“
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David Spencer
Co-founder and CEO



Sir Ian Powell
Chair

About Police Now

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

Influence for generations

In our 2014 Case for Change, we outlined our ambition to break the intergenerational cycle of crime and deprivation through high quality neighbourhood policing, with a focus on creating conditions where young people can prosper and crucially, not encounter or engage in crime¹. Grounded in the belief that great police officers can change lives, each year we recruit a bright and diverse pool of graduates to become police constables who take responsibility for a single community for two years.

Our participants receive gold-standard training and support, equipping them to become inspirational leaders and innovative crime fighters. We develop participants' specialist knowledge, analytical mindsets, assertiveness, compassion and courage – the key skills required to be effective in a neighbourhood policing role. We also work with our force partners to help support the wider development of policing, extending invites to our local skills session training and 100 Day Impact Events.

Previously incubated within the Metropolitan Police Service, Police Now became an independent charitable social enterprise in April 2016, working nationally with just under half of the country's police forces. Our independence and charitable status ensures we can invest every penny we receive into our mission to transform communities.

Our impact

This report provides an overview of our impact to date, divided into five key areas:

1. Transforming communities, reducing crime and increasing the public's confidence in policing
2. Focusing on the most deprived communities
3. Strengthening the police workforce
4. Bringing innovation into policing and contributing to developing the evidence base
5. Building a movement of leaders committed to our mission

¹Police Now (2014). The Case for Change. Available at: <https://www.policenow.org.uk/about/case-for-change/>

Transforming communities, reducing crime and increasing the public's confidence in policing

Launched to improve life chances for people in our most deprived communities, Police Now has since recruited over 400 police officers across the country. Together, they are helping to create safer, more confident communities within which young people can thrive.

Improving life chances for young people in the most deprived communities

Young people in the most deprived communities are more likely to experience high crime rates, engage in criminal and anti-social behaviour and mix with others who are similarly at risk ². A high proportion of the most prolific adult offenders commit their first crimes at a very early age ³. Evidence also suggests that young people from low-income families are more susceptible to educational disadvantage, unemployment, poor psychological health and behavioural problems. These are risk factors which cause intergenerational disadvantage, limit opportunities and quality of life ⁴. We also know that young people tend to report lower levels of trust and confidence in the police compared to adults, partly because of increased police attention and adversarial contact during their teenage years ⁵. We are committed to changing this story for people growing up in the most deprived communities.

Achieving national impact

Our first cohort started as dedicated neighbourhood police officers in local teams across London in 2015, and so it follows that this initial chapter focuses on their contribution to our mission. The programme scaled beyond London in 2016 and further in 2017, partnering with almost half of the country's police forces. Although the initial focus on London reflects both the amount of time our different cohorts have been in post and the availability of data, even at this early stage our 2016 participants are making a positive difference in communities across the country. Together they are building partnerships with communities and colleagues across the sector to tackle problems such as hate crime, drugs and gang violence in the West Midlands, Lancashire, Surrey, Northamptonshire, Thames Valley and Cheshire. Their early achievements have resulted in multiple force awards and commendations. We look forward to reporting more on their impact in future years.

² Fitzgerald, M., Stockdale, J. Hale, C. (2003). Young People and Street Crime: Research into young people's involvement in street crime. Youth Justice Board for England and Wales.

³ Ministry of Justice (2015). Policy Paper: 2010 to 2015 government policy: young offenders.

⁴ A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives, Department for Work and Pensions, 2011.

⁵ For review see Sindall, K., McCarthy, D. J. and Brunton-Smith, I. (2016) Young people and the formation of attitudes towards the police. European Journal of Criminology.

Building the public's confidence in policing

Public confidence in policing is an essential prerequisite for effective crime fighting and successful neighbourhood policing. If the public views the police as legitimate, they are more likely to obey the law and assist the police in crime prevention and detection. Strengthening the relationship between the police and young people at a local level remains a key lever for breaking the intergenerational links between crime and deprivation.

Analysis has been conducted of young people's ⁶ attitudes toward the police using data from the Public Attitude Survey (PAS) ⁷. Comparing locations with a Police Now participant ⁸ to a set of independently selected most-similar communities without a Police Now participant ⁹, shows a statistically significant 17% increase in young people's confidence in the police ¹⁰. This far exceeds the 3% increase observed in comparison communities over the same period ¹¹. Assessing the overall confidence of all Londoners ¹², the analysis shows a small improvement ¹³ both in the communities with a Police Now participant and comparison locations.



PC Richard Jackson

Community: [Stratford and New Town, London](#)

Before I joined: Queen's University Belfast, BA Politics, LLM Public International Law

Why Police Now: I had always been interested in joining the police but the Police Now programme offered me excellent opportunities for learning and development and the chance to work in a challenging community for two years.

Benefits of Police Now: My experience of the programme has been great. I've learned a huge amount from my colleagues and the training sessions offered by Police Now. I've worked with fantastic people and made great friends. The support of my Leadership Development Officer throughout the programme has also been a big help, as has completing an internal attachment with a specialist unit.

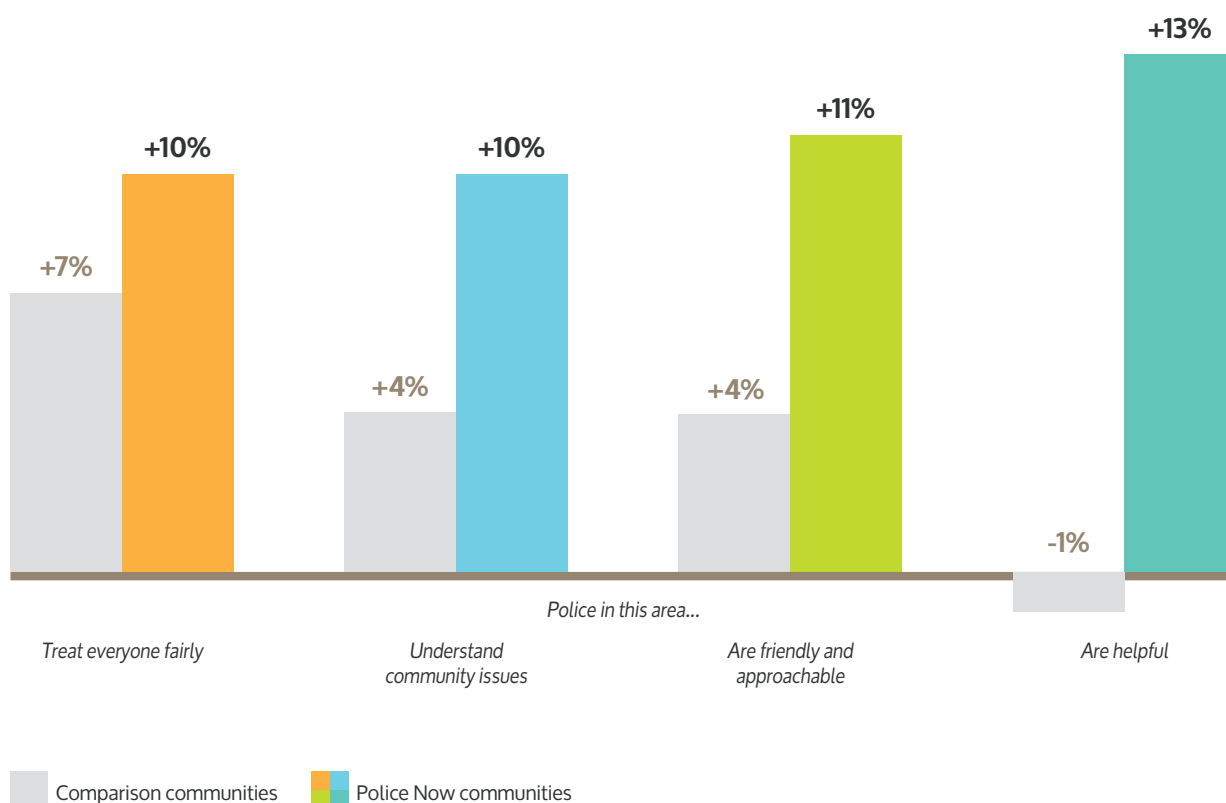
My impact at work: Newham borough has one of the youngest populations in the country. Our neighbourhood team made engaging this group a priority, to give young people a voice and build their trust. We launched the 'Stratford Engagement Project', for students aged 15-18, to inform them about the work of the local police and have open discussions about the key issues facing our ward, such as drug dealing and knife crime. It's been good to give young people a sense of investment in their local community, develop their communication skills and address their concerns. Feedback has been positive – attitudes toward the police have improved and there is now a renewed energy to develop engagement between the police and young people in the area.

Next steps: I'm becoming a detective having recently passed my National Investigators' Exam. I look forward to this new opportunity to serve the local community.

Improving perceptions of police fairness and engagement

Recognising that confidence in the police is multi-dimensional and difficult to measure ¹⁴, we are further encouraged by early results seen across several indicators relating to police fairness and community engagement – the strongest drivers of confidence. In locations with a Police Now participant, young people's average ratings of the police improved far more than in comparison

communities over the analysis period. Analysis shows a 10% increase in perceptions of how fairly the police treat people, and similar levels of improvement in perceptions of how helpful (+13%), friendly and approachable the police are (+11%), and that the police have a good understanding of key community issues (+10%) ¹⁵.



⁶ 16-24 age group.

⁷ The PAS is a methodologically robust, internationally recognised survey administered on a continuous basis to a representative sample of 12,800 London residents per annum. More information about the PAS, data and methodology can be accessed via the UK Data Service. Mayor's Office for Policing and Crime (2017). Metropolitan Police Public Attitudes Surveys, 2000-2017. [data collection]. 6th Edition. UK Data Service. SN: 7048.

⁸ 60 wards with a Police Now participant in post as of July 2016.

⁹ 91 comparison wards were independently identified by the Mayor's Office for Policing and Crime (MOPAC) using average vulnerability scores from the Vulnerable Localities Profile (VLP). The VLP is a tool that measures the relative safety of locations in London at ward level. The VLP integrates data on crime (burglary and criminal damage rates), deprivation (claimant count rate, GCSE scores, average household income), and population (resident population density for 10-24 cohort). Confirming the success of the matching procedure, the average VLP scores for the comparison Police Now wards were equivalent.

¹⁰ Measured using a single survey item – "Taking everything into account, how good a job do you think the police in this area are doing?" (% Excellent/good). It should be acknowledged that we post our participants in the most vulnerable areas, typically with lower than average levels of confidence in the police, meaning there is typically more room for improvement on this measure in wards with a Police Now participant.

¹¹ Survey data for Police Now and comparison wards was compared for the year prior to the posting of Police Now participants (October 2014-September 2015 inclusive), against their first fifteen months post-training (October 2015-December 2016 inclusive). The total number of respondents for Police Now wards for the twelve-months ending September 2015 was 1458 (204 aged 16-24), and 1630 (239 aged 16-24) for the fifteen-months ending December 2016. The total number of survey respondents in comparison wards for the year ending September 2015 was 2260 (274 aged 16-24), and 2349 (290 aged 16-24) for the fifteen-months ending December 2016.

¹² All age groups combined.

¹³ Non-statistically significant result.

¹⁴ Morrell, K. (2015). 'What is public confidence'. Warwick Business School Research Projects.

¹⁵ Statistically significant results.

Tackling crime

The challenges and complexity of evaluating the impact of a single intervention on overall recorded crime counts is widely acknowledged¹⁶. Over time, we would expect early gains in public confidence to contribute toward increased police effectiveness and reduced crime, but this will require sustained intervention of Police Now working alongside partner forces over several years. At this early stage independent analysis of crime data shows that there has not yet been any significant change in overall patterns of crime when Police Now communities are compared to most-similar locations¹⁷.

Reducing concerns about crime

Given that our participants and their colleagues primarily work to provide reassurance and make residents feel safer, it is not surprising that we have seen a positive trend in perceptions of crime – even if this has not yet translated into lower crime rates. Encouragingly, in London communities with a Police Now participant, the number of young people perceiving that crime is a problem fell by 6% over the analysis period¹⁸. This compares to a 3% rise in comparison communities. Across all age groups, perceptions of crime fell by 1% in communities with a Police Now participant, whereas residents in comparison communities were 3% more likely to report that crime is a problem in their area¹⁹.

Creating cohesive communities

The public look to the police to be representatives of community values and norms, highlighting the important role neighbourhood officers play in addressing public concerns about disorder and community cohesion²⁰. There are positive signs that our officers and colleagues are helping to improve young people's perceptions of community cohesion. Data shows that in communities with a Police Now participant there has been a 12% increase in young people's perceptions that people in their neighbourhood can be trusted, and an 11% improvement in their belief that people can be relied on to call the police if someone is acting suspiciously²¹.

Changing the story

Overall, early findings indicate that our participants have contributed to a positive increase in young people's confidence in the police and a decrease in community concerns about crime. There is of course more work to be done, but we are proud that our officers are already helping to reinvigorate neighbourhood policing and improve the life chances of those living in some of the country's most deprived communities.

The neighbourhood role in which we place participants provides a platform through which they can work effectively with colleagues to build community relations, develop intelligence flows and tackle crime in partnership with local residents. This style of policing we invest in provides the bedrock upon which police across the UK will be able to meet emerging and growing challenges in relation to mental health, vulnerability and more serious crimes and disorder such as domestic extremism and terrorism²².

¹⁶ Cooper, C., Anscombe, J., Avenell, J., McLean, F. and Morris, J. (2006). A National Evaluation of Community Support Officers. Home Office Research Study 297.

¹⁷ MOPAC (2017): Police Now Evaluation, Interim Report 3. Evidence and Insight.

¹⁸ Non-statistically significant result.

¹⁹ Non-statistically significant result.

²⁰ Jackson, J., Bradford, B., Hohl, K. and Farrall, S. (2009). Does the Fear of Crime Erode Public Confidence in Policing? *Policing: a journal of policy and practice*, 3 (1), pp. 100-111.

²¹ Statistically significant results. Considerably smaller, non-significant improvements were observed in wards without a Police Now participant.

²² Thomas, G. (2016). A case for local neighbourhood policing and community intelligence in counter terrorism. *Police Journal: Theory, Practice and Principles*. Vol. 89 (1) pp. 31-54.

PC Jack Gallagher

Community: [Springfield, Birmingham](#)

Before I joined: University of Oxford, BA European and Middle Eastern Languages (French and Arabic)

Why Police Now: Police Now was different as it gave me a unique role within a specific neighbourhood for two years and offered opportunities for real impact.

Benefits of Police Now: Within West Midlands Police, neighbourhood policing rewards creativity. The idea of getting motivated officers into these roles and actively supporting them leads to success for all. It is also fantastic to be part of a wider group of Police Now peers, and we are constantly pushed and motivated through assessments, meetings with our leadership development officers and our skills sessions.

My impact at work: Following recent events, engagement with the community has never been more crucial. Being able to communicate in Arabic has surprised many, but has led to some positive, effective relationships being formed. I was recently invited to a fast-breaking celebration in the community which was held to thank the emergency services for all their hard work. The community has a desire for the police to reach out to them, so being able to communicate in Arabic has had a very positive impact in supporting and increasing public confidence. On the evening of the Eid celebration, many had seen the video posted online so were very keen to say hello and offer their support for the work we do.

Next steps: I'm looking forward to continuing to work in and serve the neighbourhood.



The video posted online by PC Jack Gallagher and team has been viewed almost 250,000 times

Focusing on the most deprived communities

Police Now refuses to accept that where you live or where you are born should determine your life chances. We invest in outstanding and diverse individuals to transform the most challenged communities with the support of local communities, police forces, business partners and government.

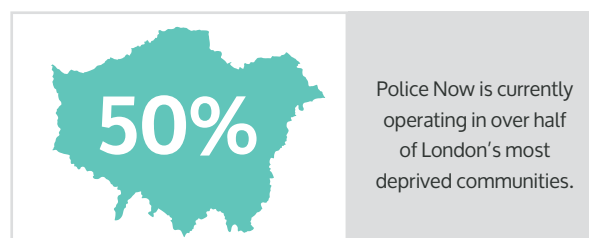
Addressing crime in the most deprived communities

Police Now focuses on the most deprived communities. Residents living in these communities are more likely to experience high rates of crime ²³ and significantly more likely to be negatively affected by a fear of crime and victimisation ²⁴. In fact, research estimates that the average number of offences per thousand population doubles between the most and least deprived neighbourhoods, and this increase is even greater for violent crimes ²⁵. Other studies estimate that the most deprived locations 'experience twice the rate of property crime and four times the rate of personal crime, compared to those areas in the next worst decile for crime', whilst 'families living on public housing estates can expect to experience victimisation at least six times the national rate' ²⁶.

Placing Police Now participants

Our ability to deliver our compelling social vision rests not only on our success at attracting and harnessing the talents of outstanding graduates, but also ensuring that we place them in the most vulnerable and deprived communities – that is where they can make the biggest positive impact and help those families and individuals in greatest need.

We recruited and trained our first intake of 67 Police Now participants in July 2015. Since then, they have been working as neighbourhood officers in London's most vulnerable and deprived communities. Independent research conducted by the Mayor's Office for Policing and Crime (MOPAC) validates this, showing that the average vulnerability score for communities with a Police Now participant typically falls within the 20% most vulnerable communities in London ²⁷. In fact, utilising data from the indices of multiple deprivation analysis shows that Police Now is currently operating in over half of London's most deprived decile of communities. MOPAC's evaluation also identifies that in the year prior to the launch of Police Now, there was a significant difference in crime between the Police Now and comparison wards, with a greater number of offences occurring in future Police Now locations. This pattern was consistent for total notifiable offences and across all specific crime categories, confirming that we are placing participants in those areas most affected by crime.



²³ A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives, Department for Work and Pensions, 2011.

²⁴ Stockdale, J.E., Whitehead, C.M.E and Rennie, R. (2002). Policing and Deprivation: A Review of the Evidence. London School of Economics | Stockdale, J.E., Whitehead, C.M.E and Rennie, R. (2002). Policing and Deprivation: A Review of the Evidence. London School of Economics | Flatley, J. (2015). Public Perceptions of Crime. Office for National Statistics.

²⁵ Fitzgerald, M., Stockdale, J. Hale, C. (2003). Young People and Street Crime: Research into young people's involvement in street crime. Youth Justice Board for England and Wales.

²⁶ Stockdale, J.E., Whitehead, C.M.E and Rennie, R. (2002). Policing and Deprivation: A Review of the Evidence. London School of Economics

²⁷ Based on average scores from the Vulnerable Localities Profile (VLP). See MOPAC (2017) Police Now Evaluation: Interim Report 3 Evidence and Insight.

Extending Police Now to the most challenged areas

The success of our programme and increased brand awareness has triggered fast and consistent growth in terms of force partners and participant numbers.

After piloting our programme in the Metropolitan Police Service in 2015, Police Now was established as an independent social enterprise in 2016. In the same year, we recruited our first national cohort of 108 officers.

Support from our force partners is essential, helping us successfully deliver and grow our programme in the most challenged areas. We are proud to announce ahead of our third intake of officers in July 2017, that we have successfully established formal partnerships with almost half of the country's police forces – further extending our reach and opportunities for impact.

Partner Forces

- Avon & Somerset
- Bedfordshire
- Cambridgeshire
- Cheshire
- Essex
- Greater Manchester
- Hampshire
- Hertfordshire
- Humberside
- Lancashire
- Merseyside
- Metropolitan
- Northamptonshire
- South Yorkshire
- Surrey
- Sussex
- Thames Valley
- Warwickshire
- West Mercia
- West Midlands



Strengthening the police workforce

Police Now is an award-winning graduate entry route into policing. We attract outstanding individuals with a diverse set of skills who would not have typically considered a career in policing.

Changing graduate perceptions of policing

Independent research of final year students at thirty leading universities in 2015²⁸ found that 83% had never considered a career in policing, with 66% reporting they felt it 'would be a waste of my degree'. Police Now fundamentally believes that this could not be further from the truth, and is working to enhance perceptions of policing as a career choice for graduates and non-graduates alike. Almost half (47%) of our incoming participants told us at the start of the scheme that without Police Now, they would not have considered a career in policing.

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²⁸ High Fliers Research Limited (2015). The UK Graduate Careers Survey 2015 – Police Now Employer Research Briefing. London. Note: The 2015 UK Graduate Careers Survey was administered to over 18,000 final year students at 30 universities in February 2015. As part of this, bespoke research was commissioned by Police Now, with a sample of 250 respondents.

Making policing an attractive career for all

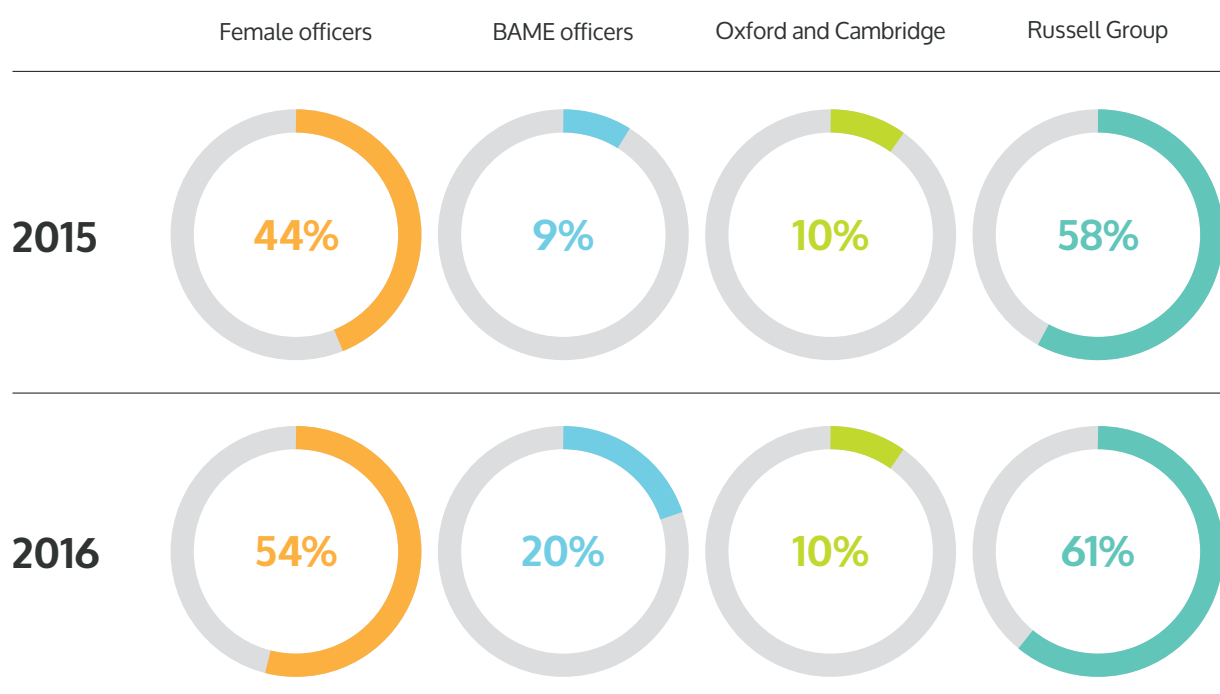
Police Now attracts a diverse and representative pool of participants. The proportion of Black Asian and Minority Ethnic (BAME) officers recruited in 2015 was double those of previous policing graduate schemes ²⁹, and 54% of our 2016 cohort were female. Diversity extends beyond demographics. Police Now has consistently attracted high-calibre graduates who would not have previously considered a career in policing. In our 2016 cohort, 24 were law graduates, 15 were scientists, studying everything from Cellular and Molecular Medicine to Mechanical Engineering. Some 16% of our incoming candidates qualified for Free School Meals (FSM) ³⁰, a proportion far higher than those recruited on other graduate programmes and double the percentage of the higher-education population eligible for FSM. This is vital to the Police Now mission because without a representative and diverse workforce, policing cannot achieve public legitimacy ³¹.

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Police Now has consistently attracted high-calibre graduates who would not have previously considered a career in policing.

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Senior Force Partner



²⁹ MOPAC (2015), Police Now: A Longitudinal Evaluation of the Job Attitudes and Experiences of Police Now participants. Evidence and Insight.

³⁰ Based on 2017 intake, correct at the time of writing.

³¹ Marenin, O. (2004). Police Training for Democracy, Police Practice and Research, 5:2, 107-123.

Attracting a high quantity and quality of applicants

In a highly competitive national marketplace, Police Now is fast-becoming one of the UK's most recognised graduate recruitment brands. This brand success has triggered rapid increases in the number of applications submitted by graduates to join our programme ³². Research shows that awareness of and applications to our programme both doubled between 2016 and 2017 ³³.

We assess and recruit only the very best graduates based on their potential to lead and innovate on the policing frontline. Obtaining a place on our programme is now more competitive than receiving a place at Cambridge or Oxford, traditional accounting firms and other flagship graduate schemes. The latest figures for 2017 suggest that the applicant to Police Now Summer Academy ratio is approximately 20:1 ³⁴.



³² 2015: 1460 submitted applications | 2016: 2424 submitted applications | 2017: 5009, submitted applications.

³³ High Fliers Research Limited (2017). The UK Graduate Careers Survey 2017 – Police Now Employer Research Briefing.

³⁴ The Smarty Train (2017). The Police Now Summer Academy: Research Paper on High-Intensity Learning.

PC Rhian Samuda

Community: [Northumberland Park, London](#)



Before I joined: University of Nottingham, BA Sociology and Social Policy

Why Police Now: I was looking for a role which would allow me to experience social theory and norms in a practical setting. Another motivation for me was removing the fear of crime for the people of London. I am a strong believer in creating safe spaces whether that happens through policing, architecture, community spirit or a combination of all three.

Benefits of Police Now: It has encouraged me to work in new and innovative ways which I may not have been exposed to if I'd joined the police through another route. I've made frequent use of an evidence base before addressing long-term issues in the community. The programme gave me the opportunity to train alongside a great group of colleagues at the Summer Academy and provided supportive networks afterwards. This has allowed me to learn from others and having access to things like the Police Now Impact Library has increased my knowledge and

allowed me to contribute to the policing evidence base. I've thoroughly enjoyed my time on the scheme and would do it all again!

My impact at work: I tackled a long-term issue around street prostitution. Whilst on the surface the problem was prostitution this also brought with it other forms of crime which included Class-A Drug Use, Littering, Public Order Offences, Immigration Offences as well as vulnerability issues for women working in the area. I engaged with sexual health charities offering support to sex workers, supported high visibility patrols and worked closely with the local council. I also coordinated a meeting with over 40 residents to explain the work of the police and raise community awareness around key vulnerability issues.

Next steps: I have passed the National Investigators' Exam and will be training as a Detective Constable. I am pleased that I can join the Criminal Investigation Department (CID) office in the community where I have spent the last two years a neighbourhood officer.

Building an award-winning programme

The success of our brand and design of our programme – focused on leadership and innovation – has resulted in multiple highly-commendable awards:

Winner of the 2016 Commissioner's Excellence in Policing Award for diversity



Winner of the 2017 Recruiter Award for most effective recruitment marketing campaign



Winner of the 2017 Employer Brand Management Awards for:

- Best employer brand in Charity/NGO/NFP
- Best communication of employer brand to external audience
- Best employer brand management programme following a change
- Best digital communication of the employer brand (silver award)
- The Grand Prix Award where the judges said, **"This entry was astonishing for rising to significant challenges in creative, surprising and emotional ways"**



Winner of the 2017 Recruitment Marketing Awards for:

- Digital Solution
- Outdoor Campaign
- Video (below £10,000)
- The Grand Prix Award where the judges said, **"An emotive body of work that really engaged with the audience and the judges. Judges were impressed by the strong storytelling and how much was achieved with a relatively low budget, a fitting winner"**



Shortlisted for the 2017 CIPD People Management Awards

- Best Leadership and Development Programme in public/third sector



Bringing innovation into policing and contributing to developing the evidence base

We continue to trail blaze new methods, fundamentally changing the face of police training, leadership development and performance delivery.

Changing police training

The six-week Police Now Summer Academy (PNSA) has been praised as 'a forward thinking, gold-standard approach to police officer training and leadership development'³⁵. Over the PNSA, participants are exposed to a mixture of dynamic classroom and scenario-based activities – working alongside high-performing frontline officers to complete all mandatory police training³⁶. The PNSA is preceded by a comprehensive pre-learn course, ensuring that participants have the legal and procedural knowledge they need to hit the ground running³⁷.

45 lessons are delivered at the PNSA across 180 teaching hours, 'meeting and exceeding the standards outlined in the College of Policing Learning and Development Programme'³⁸. Our intensive programme covers 25% more content in six-weeks than some traditional courses deliver in 12 or 18 weeks. The PNSA aims to enhance participants' existing capabilities and equip them with the skills and confidence they need to perform their duties in a neighbourhood role. This means there is a particular focus on engaging with stakeholders, collaborative working and problem-solving, as well as developing crucial emotional

intelligence such as empathy and resilience. In fact, since the inception of Police Now, the College of Policing has embedded these behaviours within the national Competency and Values Framework (CVF). This will transform traditional ways of working to improve professional standards for the benefit and safety of the public³⁹.

"I previously received training from a graduate employer and I was amazed at how much better the Police Now training was."

Police Now 2015 participant

MOPAC's independent evaluation reports that Police Now participants have been overwhelmingly impressed with the design and delivery of the PNSA, with 89% of those surveyed reporting that they were satisfied with the quality of training received⁴⁰.

³⁵ MOPAC (2015). Police Now: A Longitudinal Evaluation of the Job Attitudes and Experiences of Police Now participants. Evidence and Insight.

³⁶ For example – Personal Safety Training (PST) and Emergency Life Support (ELS).

³⁷ The PNSA is also followed by a 28-day immersion period, during which participants receive one-to-one mentoring and beginning to identify and tackle deep-rooted problems in their communities.

³⁸ The Smarter Train (2017). The Police Now Summer Academy: Research Paper on High-Intensity Learning.

³⁹ College of Policing (2017). Competency and Values Framework (see <http://www.college.police.uk/What-we-do/Development/competency-and-values-framework/Pages/Competency-and-Values-framework.aspx>)

⁴⁰ MOPAC (2016). Police Now Evaluation, Year 1 Report. Evidence and Insight.

Developing high-performing police officers

Research suggests that accelerated learning courses can help foster greater mental investment in the curriculum, lead to high-levels of motivation and increase individual performance⁴¹. It follows that the PNSA develops well-rounded, confident and effective police officers who are earning the admiration of their policing colleagues. In a survey with Police Now line managers⁴² (Sergeants) following the 2015 PNSA, 92% rated their participants' all-round ability, enthusiasm and professionalism as 'excellent' or 'good'.

More recent independent interviews of participants' line managers⁴³ illuminated the positive impact our participants are having on their fellow officers, by bringing a unique set of skills, receptivity to learning and determination to make a difference to the policing frontline:

“ He is outstanding and one of the best, if not the best recruit I have worked with in my 16 and a half years' service. ”

2015 participant line manager

“ She's exceptional, absolutely brilliant; it's very refreshing. It's always good to have a new person in the police who is keen and enthusiastic, wants to learn the role, and who is thinking about things from a completely different perspective. ”

2015 participant line manager



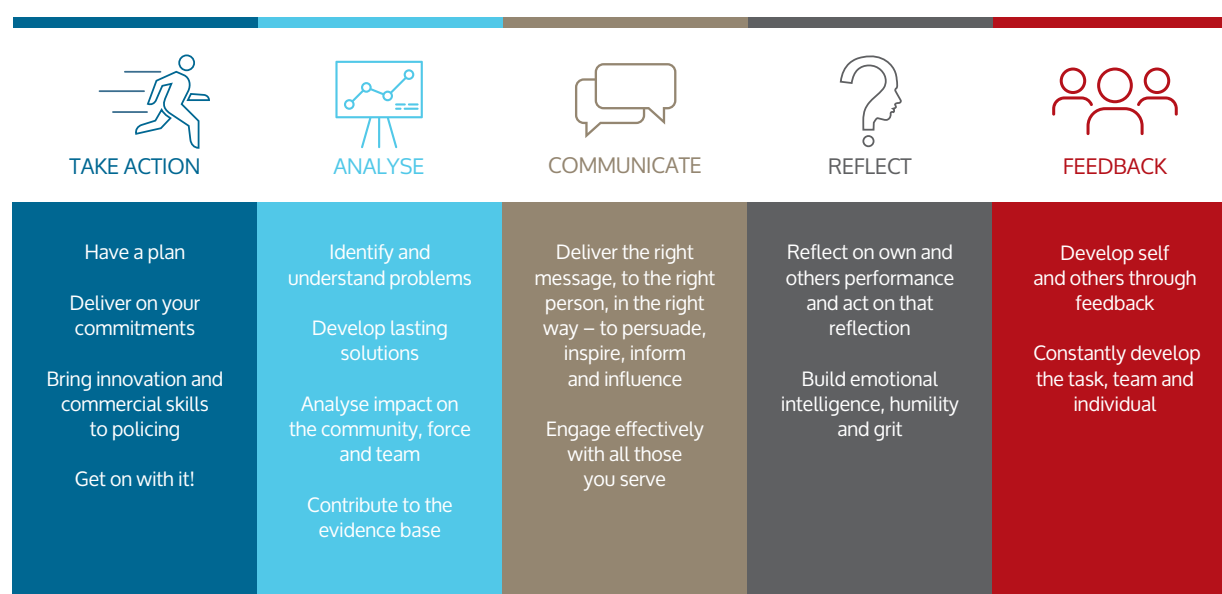
⁴¹ The Smarty Train (2017). The Police Now Summer Academy: Research Paper on High-Intensity Learning.

⁴² Survey administered in October 2015 to all Police Now line managers (n=38).

⁴³ Opinion Research Services (2016). Police Now Scheme Evaluation Report. ORS: Swansea. Completed on behalf of MOPAC (2016). Police Now Evaluation, Year 1 Report. Evidence and Insight.

Supporting participants to deliver impact

After the PNSA, participants receive comprehensive support and participate in an innovative leadership development programme, ensuring they fulfil their potential and build universally attractive professional skills. Participants also benefit from several innovative and dynamic skills sessions – covering topics such as problem solving and mind-management. Alongside this, each participant is allocated a Leadership Development Officer. Through highly effective coaching methods, the Leadership Development Officers provide support to their participants and help them develop five key transferable skills (see below). These skills enable participants to deliver maximum impact in their communities.



Achieving top results in national policing exams

After just eighteen months working as police officers, 24 members of our 2015 cohort recently sat the National Investigators' Examination (NIE) ⁴⁴. On average, Police Now participants outperformed other officers by a remarkable 17%, achieving an average score of 77%, and we are proud that three of our participants attained exceptional scores (making up 10% of all exceptional passes awarded). These results are testament to the exceptional quality and dedication of our participants, several of whom are progressing into Acting Police Sergeant roles at the end of the two-year programme.

⁴⁴ The NIE is a two hour examination, preceded by a 14-week study period, designed to identify police officers who have a sufficient understanding and application of relevant law and procedure to perform effectively as a crime investigator. See College of Policing: <http://www.college.police.uk/What-we-do/Learning/Professional-Training/Investigation/Pages/NIE-Examination.aspx>.

Delivering impact every 100 days

Every 100 days, Police Now brings participants together from across the country for one of our innovative 100 Day Impact Events. Participants are assessed on the impact they have had on crime and confidence in their community – presenting their work in the form of an oral presentation, poster, video, blog or project plan.

The 100 Day Impact process is the primary means through which we hold our participants to account on behalf of their community. It is crucial to the success of our programme and the development of policing, inspiring innovation, strengthening cross-force partnerships and ensuring best-practice is shared with those on and beyond the programme.

Helping build our wider movement, participants are invited to bring their line managers and other team members to these events. To date, over 1,500 external visitors – including residents, local councillors, senior civil servants, politicians, corporate supporters, charity workers and academics – have attended our Summer Academy and 100 Day Impact Events, providing feedback such as:

“ ...this is as good as it gets in terms of engaging with the community, terrific job! ”

External visitor –
Police Now 100 Day Impact Event

“ A great event, showcasing what policing knowledge and problem-solving has attained up and down the country. A great scheme, long may it continue! ”

External visitor –
Police Now 100 Day Impact Event



PC Ruth Pritchard

Community: **Burnt Oak, London**

Before I joined: University of Bristol, BA Spanish and Russian

Why Police Now: It involved taking on real responsibilities and interacting with a wide and diverse range of people right from the very start. I was attracted by the condensed six-week training period because I learn most effectively through negotiating situations practically and developing skills on the job. I wanted to work in public service and working for the police felt like it would combine making a real contribution to society with an active and varied career.

Benefits of Police Now: The biggest positive of the programme has been the number of doors and opportunities that are open to Police Now participants. One of my most formative experiences was a three-week attachment I undertook with one of the Met's homicide units, during which I followed the team investigating the murder of a young man right from the initial call-out and examination of the crime scene, up until the point they arrested the suspect.

My impact at work: I was given the task of rejuvenating my borough's Independent Advisory Group (IAG) – a group of people drawn from the community who advise the police on a range of issues. I carried out initial research based on reports from the Association of Chief Police Officers and the College of Policing, which discussed the role, function and governance of IAGs, and then produced a report for my Borough Commander. I canvassed interest across the borough from ward panels, schools, universities and religious groups and then mobilised the first meeting. We now have a core group of sixteen people on the IAG with a variety of skills, who help us better understand the needs and priorities of the local community and build confidence.

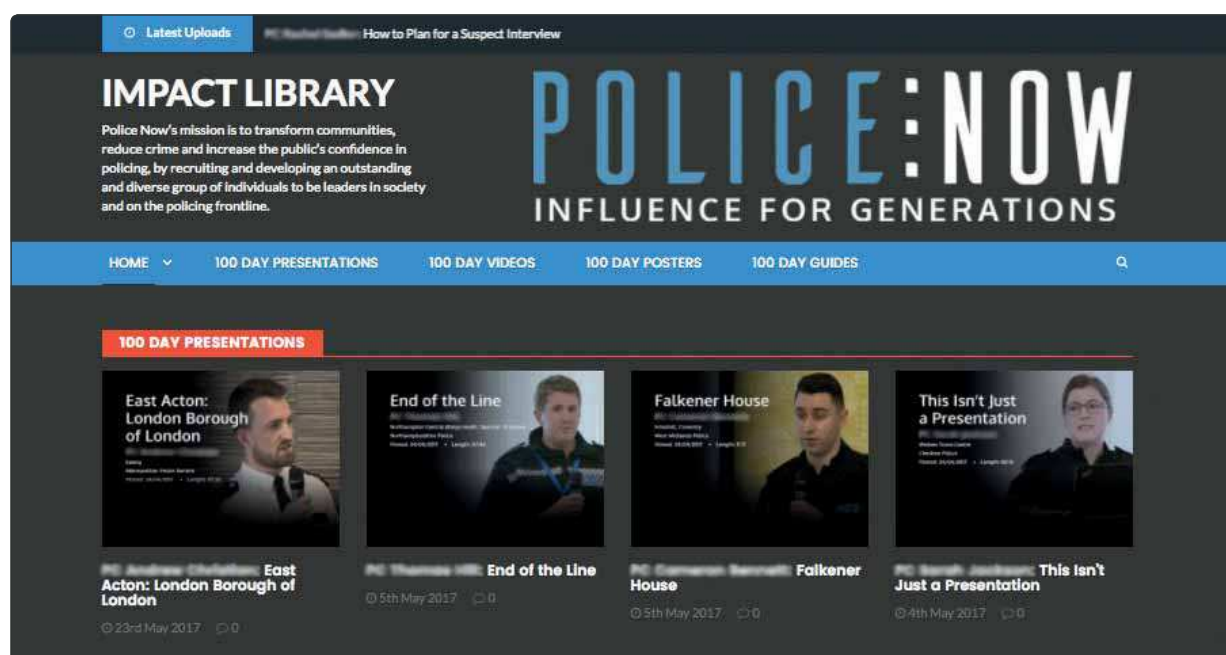
Next steps: I'm leaving the police to pursue a career in education where I can continue to serve the public and make a positive difference to young people.



Creating the Police Now Impact Library

We developed and launched our prototype Police Now Impact Library in 2016, inspired by learning from the TED Talks series ⁴⁵. The library reflects our commitment to build a movement of people that connects policing to wider society, bringing creative insight to policing and building support for evidence-based practice.

To date, a combination of almost 500 presentations, videos and posters – each delivered by our participants and other outstanding police practitioners – have been uploaded to the Impact Library. The library exhibits tangible success stories and learning from everyday neighbourhood police work. Over time, this will better connect police, communities, policy-makers and corporate partners helping us to provide a better service to the public.



⁴⁵ We are currently exploring opportunities to make the Police Now Impact Library more widely available to practitioners.

Building a movement of leaders committed to our mission

We cannot transform communities alone. The involvement of each part of civic society is vital if we're to achieve our ambition to transform the lives of those living in the most challenged and deprived communities. To date, we have inspired a movement of over 1,000 police officers, policymakers and corporate partners committed to our mission.

Growing a network of ambassadors

After their initial commitment of two years, our participants can choose to continue working within policing or pursue a career elsewhere, including with one of our partner organisations. Whichever path they choose, they will remain Police Now Ambassadors, charged with championing our mission and making a positive impact on the policing frontline and across wider society in their chosen profession.

Early evidence indicates that approximately two-thirds of our 2015 cohort will remain in policing, with the remainder leaving to pursue a career in other sectors. This is key to building our movement to transform communities and will help us deliver far-reaching social change. It will also help support policing to continuously improve its service to the public whilst promoting flexible career routes within and across the sector. Those who go on to work outside of policing (perhaps as civil servants, journalists or leaders in the corporate, public or voluntary sector) will help improve accountability and public understanding of policing. We anticipate that some who complete our programme and leave policing will return later in their careers, bringing a broader range of skills and experience that will help improve policing for the benefit of those living in the most deprived communities.

Working with partners to drive change

To build a movement of leaders committed to our mission, we have collaborated with a number of partners across business sectors, from legal and financial services, through to retail, technology and engineering. The support of our business partners remains crucial to our success – both financial and voluntary support helps us to deliver and grow our programmes. We deliver mutually beneficial partnerships to achieve our shared goals and ensure no one's life chances are limited by their socio-economic background.

“

Now my years with Police Now are coming to a close, I'm moving to a new unit and staying in the profession. It's where I see myself working now as a full career and I wouldn't have envisaged that three years ago.

”

PC Ed Horley – Edmonton Green, London

Offering corporate secondments and police attachments

During the second year of the programme, Police Now participants can choose to spend up to four weeks on external secondments with one of our corporate partners or alternatively, complete an internal attachment within the police service. This helps increase understanding of operational policing in external organisations whilst helping to broaden our participants horizons both within and beyond the policing environment. For those who choose this route, opportunities are application-based and highly competitive. Over 20% of our 2015 cohort successfully completed industry secondments with one of our corporate partners, including KPMG, WPP, the Home Office, National Crime Agency, Accenture and PA Consulting. In several cases, these secondments resulted

in permanent job offers, reflecting the quality of our participants and the transferability of the leadership skills being developed on our programme and across the policing frontline. Approximately half of our 2015 cohort completed internal attachments with specialist crime teams and investigation units.

For our 2016 cohort, 40 external secondments have been arranged with 12 business partners, in addition to 49 internal attachments with various departments in police forces across the country. This means in the coming months our participants will be undertaking roles in counter terrorism, regional and organised crime, sexual offences, gangs, traffic, criminal investigation and public protection.



The challenge ahead

Police Now has made an early and significant contribution to the professionalisation of policing, changing graduate perceptions of policing whilst helping transform communities and young people's lives. We are also making important contributions to conversations around career flexibility within policing and police productivity – and hope to influence these discussions further over time. We are excited to see the positive impact our ambassadors make both within policing and across wider society. The growth of this network over the coming months and years will provide a useful barometer to measure our success.

At the same time, we are continuing to work and develop the programme based on feedback and evaluation data from our participants, partners, the public and police forces. These developments include:

- Working to create a pathway for officers to become detectives after our core two year programme and and growing the pool of detectives across the country.
- Engaging with more individuals from BAME communities to promote policing as an attractive career.
- Increasing the focus on resilience during the assessment process and working with force partners to enhance the participant support network.
- Continuing the geographical expansion of Police Now activities, with 100 Day Impact Events and skills session being held regionally or locally.

- Improving candidates' knowledge and use of evidence-based policing in their day-to-day work.
- Expanding training opportunities beyond Police Now participants to include their immediate teams and line managers ⁴⁶.
- Increasing short-term secondment opportunities to broaden participants' professional expertise and better equip them to serve the public.
- Exploring opportunities to establish an academy outside of London from 2018.
- Continuing to work with the College of Policing to shape the Police Now programme in line with the Policing Education Qualifications Framework (PEQF).

Neighbourhood policing is the bedrock upon which the British model of policing depends. Motivated, high-quality neighbourhood police officers are the most effective way to fight local crime, address anti-social behaviour and help tackle the growing challenges of terrorism and extremism. Continued year-on-year investment in this area of policing is crucial both for short-term demand reduction and long-term community transformation. Working with our force partners, this vision will remain at the core of everything we do.

⁴⁶ This has most recently included participation in 100 Day Impact Events; attendance at skills seminars and sessions on resilience and mind management by Professor Steve Peters, best known for the book 'The Chimp Paradox: The Mind Management Programme to Help You Achieve Success, Confidence and Happiness'.

// Police Now is a prime example of innovation from the frontline of policing. It will transform community policing in some of the country's toughest neighbourhoods. \\\

Rt. Hon Theresa May MP,
Prime Minister

// There should be no compromise or delay in increasing the number of exceptional individuals entering the police service. Police Now has the potential to make a significant contribution to policing and local communities by attracting and developing the very best into the profession. \\\

Sir Thomas Winsor,
Her Majesty's Chief Inspector of Constabulary

// I would resign and re-join as a Police Now officer if I could do it all again! The training is amazing and the backing and support they receive from the senior leadership team and the possibilities once the two years are up to move laterally or upwards is fantastic. \\\

Police Sergeant and participant line manager

Acknowledgements

Our success to date has only been possible due to the support of our partners. Whilst we have benefited from extensive support from numerous organisations, we recognise the following partners in particular for their significant contribution to our development over the past three years:

Canary Wharf Group	Mayor's Office for Policing and Crime
Chimp Management	Metropolitan Police Service
College of Policing	Oliver Wyman
Covington and Burling	PA Consulting
Deloitte	PwC
Home Office	WPP Group
London First	

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