

DMPC Decision – PCD 613**Title: MPS Police Now****Executive Summary:**

This report outlines the proposed Single Tender Action in relation to the engagement of Police Now to provide graduate recruitment and training services to the Met for a further three year period. To award without competition and agreement for the continued provision of graduate recruitment and training services from 2020.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

- Award, without competition, an agreement for the provision of graduate recruitment and training services in 2020 to Police Now for a minimum of 50 up to a maximum of 200 candidates
- Approve an optional annual extension to extend the contract for up to a further two-year's intake (2022) for a minimum of 50 up to a maximum of 200 candidates per year. This will be subject to the continuing availability of the current recruitment related revenue budget and Workforce Plan.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature**Date**

19/7/19

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

1. Introduction and background

- 1.1. 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 on the policing frontline and in wider society.
- 1.2. Both Met Commercial & HR are confident that there is no supplier in the market who can currently deliver the end to end recruitment and training delivery service, other than Police Now
- 1.3. The rationale for Single Tender Award to Police Now is not necessarily predicated upon a single criteria but a blend of criteria which includes:
 - Police Now have an established brand in the market place. Any new supplier would need to build a brand equivalent to this and that it would diversify the market in an unhelpful way.
 - Police Now is a national programme endorsed by the Home Office and College of Policing. 27 forces participate so for the Met to be part of an equivalent programme and for this to be tested in the market all forces would need to come in with the Met.
 - The Met have done sufficient market testing through the recent PEQF procurement process to understand who is out there in terms of the police market. The Met would require a consortium or lead partner to bring together a range of providers to build an equivalent programme to Police Now. In going to market the Met would have to then incur design costs of a new programme and along with the Home Office subsidies, it is highly unlikely that there is anyone that would therefore be able to offer a programme at an equivalent price point or quality.
 - HR, in conjunction with Commercial Services, have undertaken sufficient market testing to understand the capability of suppliers within the police market. There are currently no providers, other than Police Now, who can deliver an end to end recruitment service which manages the process through from attractions to DHEP accreditation. Whilst a consortium, or lead partner bringing together a range of providers, could theoretically build an equivalent programme to Police Now, this is not certain and testing the market would incur increased costs related to the design of a new programme along with the loss of the Home Office subsidy. It is therefore extremely unlikely that any other provider could offer the required programme at an equivalent price point or quality as Police Now.
 - Police Now can deliver other tangible benefits to the Met such as a reduction in abstraction time, faster delivery to independent patrol status (IPS) and the end to end service delivery
- 1.4 It can therefore be concluded that Police Now are the only provider who can currently deliver the required services

2. Issues for consideration

- 2.1. This report outlines the proposed Single Tender Action in relation to the engagement of Police Now to provide graduate recruitment and training services to the Met for a further three year period. To award without competition and agreement for the continued provision of graduate recruitment and training services from 2020. MPS Commercial & HR are confident that there is no supplier in the market who can currently deliver the end to end recruitment and training delivery service, other than Police Now.
- 2.2. The MPS have had a relationship with Police Now for a number of years.
- 2.3. Given the attraction strategy of Police Now and their ability to attract candidates who would otherwise not considered policing as a career, the MPS considers it is value for money to use Police Now and intends to maximise this recruitment route.

3. Financial and Commercial Comments

- 3.1. The cost per participant to Forces will be £13,950. This represents an increase of £2,732 compared to the 2019 prices of £11,218 per participant. The apparent increase in price for 2020 is due to a 29% reduction in the Home Office subsidy from £11,861 to £8,303.
- 3.2. The final value of this contract will be dependent on the annual workforce plan and subsequent numbers that join the Police Now Academy in July 2020.
- 3.3. There is further detail about the financial implications in the restricted part of the report.

4. Legal Comments

- 4.1. The MOPAC is a contracting authority as defined in the Public Contract Regulations 2015 (the PCRs). All awards of public contracts for goods or services valued at £181,302 or more must be procured in accordance with the PCRs. This report confirms that the request exceeds the £181,302 threshold and therefore the PCRs are engaged.
- 4.2. Regulation 32 of the Regulations provides that MOPAC may award a public contract without publishing a contract notice in the Official Journal of the European Union where the services can only be provided by a single provider due to the protection of exclusive rights, including intellectual property rights, but only where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.
- 4.3. This report confirms that Police Now is the only provider legally capable of providing the service based upon their exclusive ownership of the Intellectual Property Rights to the Police Now Programme. The report also confirms that no other providers are able to provide an equivalent service and that this has not been the result of any artificial narrowing of the parameters of the procurement.
- 4.4. Paragraph 4.14 of the MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime the authority to approve all contract exemptions of £100,000 or above.
- 4.5. The MOPAC Scheme of Delegation and Consent (Scheme) provides the Director of Strategic Procurement has consent to approve the award of all contracts, subject to the

agreed call in procedure. The Deputy Mayor for Policing and Crime (DMPC) reserves the right to call in proposals to award contracts valued at £500,000 or above.

5. GDPR and Data Privacy

- 5.1. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
- 5.2. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
- 5.3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
- 5.4. The project does not currently use personally identifiable data of members of the public, so there are no current GDPR issues to be considered. If the project uses personally identifiable data of members of the public at a later date DPIAs will be completed as needed.

6. Equality Comments

- 6.1. This business case has undergone initial equality screening. Due regard has been taken to the Equality Act's Public Sector Equality Duty.
- 6.2. Police Now have proven their ability to recruit high calibre candidates with a range of backgrounds, abilities and experience. Police Now provides the Met with an opportunity to attract and retain talented graduates into the Met at a level that has not previously been possible. Their 2018 cohort considered of:
 - Over 10% Oxbridge
 - 62% Russell Group Universities
 - 12% BAME and in London 23%
 - 53% Female and in London 56%
- 6.3. Police Now's ability to attract and retain BAME recruitment figures of 23% for London, when considered in the context of only 12% of UK undergraduates being from a BAME background these numbers are impressive.
- 6.4. Police Now encourages individuals and communities that are currently underrepresented within the Met to consider policing as a career of choice, as demonstrated by 71% of the 2018 cohort stating that they would not have considered a career in policing but for the Police Now programme.
- 6.5. The 2019 Met intake consists of 89 conditional offers (58% female and 18% BAME 37% BAME female). Police Now have delivered to target for Cohort 5 2019.

7. Background/supporting papers

7.1. None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION

Tick to confirm statement (✓)

Financial Advice

The Strategic Finance and Resource Management Team has been consulted on this proposal.

✓

Legal Advice

The MPS legal team has been consulted on the proposal.

✓

Equalities Advice:

Equality and diversity issues are covered in the body of the report.

✓

Commercial Issues

The proposal is in keeping with the GLA Group Responsible Procurement Policy.

✓

GDPR/Data Privacy

- GDPR compliance issues are covered in the body of the report.
- A DPIA is not required.

✓

Director/Head of Service

The Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

Chief Executive Officer

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature

R. Lawrence

Date

18/7/19



MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Single Tender Action Police Now

MOPAC Investment Advisory & Monitoring meeting 18th July 2019

Report by Gaynor Thorne on behalf of the Chief of Corporate Services

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC

EXECUTIVE SUMMARY

This report outlines the proposed Single Tender Action in relation to the engagement of Police Now to provide graduate recruitment and training services to the Met for a further three year period. To award without competition and agreement for the continued provision of graduate recruitment and training services from 2020.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

The Deputy Mayor for Policing and Crime is requested to approve the following recommendations:

1. To award, without competition, an agreement for the provision of graduate recruitment and training services in 2020 to Police Now for a minimum of 50 up to a maximum of 200 candidates
2. The final value of this contract will be dependent on the annual workforce plan and subsequent numbers that join the Police Now Academy in July 2020.
3. That approval be given for an optional annual extension to extend the contract for up to a further two-year's intake (2022) for a minimum of 50 up to a maximum of 200 candidates per year. This will be subject to the continuing availability of the current recruitment related revenue budget and Workforce Plan. Should the costs exceed 10% increase the Met will submit a new paper to MOPAC for approval to retest the value for money proposition.

Time sensitivity

A decision is required from the Deputy Mayor by 01/08/19. This is because Police Now graduate recruitment commences on 1st August 2019 and approval for the STA and funding is required by this time, otherwise the Met may miss the graduate recruitment window.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

Introduction and background

The Police Now Mission

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 on the policing frontline and in wider society.

Police Now aims to:

- Raise the number of high calibre graduates attracted to a policing career by effectively competing within the highly competitive graduate recruitment marketplace
- Improve the diversity of the UK's policing workforce
- Raise the quality of the training and development that graduates entering the policing profession receive
- Raise the quality of the service graduates deliver within our most challenged communities
- Contribute to the provision of a more flexible and sustainable policing employment model

Rationale for Police Now's Single Tender Action for the Metropolitan Police Service

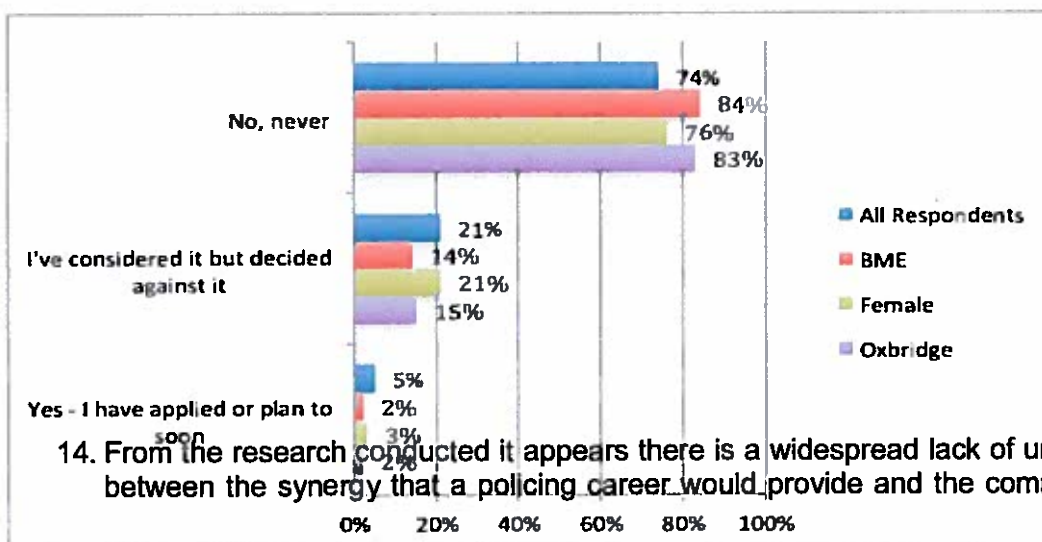
1. Both Met Commercial & HR are confident that there is no supplier in the market who can currently deliver the end to end recruitment and training delivery service, other than Police Now
2. The rationale for Single Tender Award to Police Now is not necessarily predicated upon a single criteria but a blend of criteria which includes:
3. Police Now have an established brand in the market place. Any new supplier would need to build a brand equivalent to this and that it would diversify the market in an unhelpful way.
4. Police Now is a national programme endorsed by the Home Office and College of Policing. 27 forces participate so for the Met to be part of an equivalent programme and for this to be tested in the market all forces would need to come in with the Met.
5. The Met have done sufficient market testing through the recent PEQF procurement process to understand who is out there in terms of the police market. The Met would require a consortium or lead partner to bring together a range of providers to build an equivalent programme to Police Now. In going to market we would have to then incur design costs of a new programme and along with the Home Office subsidies, it is highly unlikely that there is anyone that would therefore be able to offer a programme at an equivalent price point or quality.
6. HR, in conjunction with Commercial Services, have undertaken sufficient market testing to understand the capability of suppliers within the police market. There are currently no providers, other than Police Now, who can deliver an end to end recruitment service which manages the process through from attractions to DHEP accreditation. Whilst a consortium, or lead partner bringing together a range of providers, could theoretically build an equivalent programme to Police Now, this is not certain and testing the market would incur increased costs related to the design of a new programme along with the loss of the Home Office subsidy. It is therefore extremely unlikely that any other provider could offer the required programme at an equivalent price point or quality as Police Now.
7. The programme received Home Office subsidisation so the Met benefits from reduced costs.

8. Police Now can deliver other tangible benefits to Met such as a reduction in abstraction time, faster delivery to independent patrol status (IPS) and the end to end service delivery
9. It can therefore be concluded that Police Now are the only provider who can currently deliver the required services

Graduate Perceptions of a Policing Career

10. When compared to other employers within the hugely competitive graduate careers marketplace, policing has not traditionally been recognised as an attractive career for large numbers of high achieving graduates.
11. Furthermore the level of graduate applications for a career in policing has increased by 31% in 2019 since same point in 2018. Yet to be published and hence embargoed Police Now have shared that they are the highest climbers in the Times Top 100. This result reflects students responses to the question: *'Which organisation do you think offers the best opportunities for graduates?'* Graduate interest in policing has jumped by almost a third since 2018 (applicants up 31.3%). This is the highest increase in any career area.
12. This is the biggest increase in any sector of the graduate recruitment market. As part of the 2019 research for *The Times Top 100 Graduate Employers* 19,712 final-year university students were asked *'Which employer do you think offers the best opportunities for graduates?'*
13. In April 2014 the market leader in graduate careers research, and publisher of the annual *The Times Top 100 Graduate Employers* survey, was commissioned to conduct a research study into final-year student perceptions of policing and Police Now. Students were asked whether they had ever considered a career in the police. As shown in Chart 1 below, the majority (74%) had not, with this being particularly notable with BAME students (84%). The reasons for this were further explored and the analysis suggests that policing has failed to convey in an effective way to graduates and their spheres of influence that policing is a suitable career for the very best amongst their number.

Chart 1: Responses to the survey question, "Have you ever considered a career in policing?"

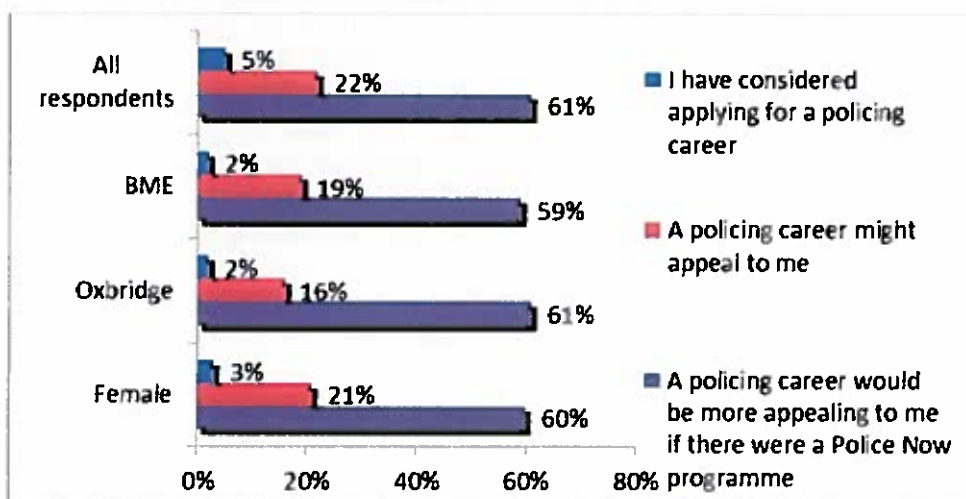


14. From the research conducted it appears there is a widespread lack of understanding between the synergy that a policing career would provide and the commonly stated

aims of high achieving graduates. The most commonly stated aims identified by graduates that they are seeking in the early part of their careers are: the opportunity to develop leadership skills; employability after two years; a desire to be challenged; a desire to undertake intensive training; and the need to make a positive impact on society. This lack of understanding of the synergy then feeds into the comparatively low level of prestige that has historically been associated with policing careers within graduate circles.

15. The 2014 research suggests that graduates perceive policing as a career, not necessarily wholly negatively, but rather as being irrelevant to their own trajectories. To change this perception, policing and Police Now must present itself as a direct competitor to other graduate programmes if it is to become a profession that is regarded as highly as our competitors.
16. One key means of effectively competing within this marketplace is the presentation of a coherent national offer targeted towards and designed for high achieving graduates. With a highly mobile potential workforce this coherent national offer is one of the key features differentiating the graduate recruitment marketplace from other recruitment markets – a feature that presents policing with a significant challenge given the lack of an effective single national delivery model.
17. Over the last three years Police Now has demonstrated its ability to present policing as a coherent national offer to graduates. There is a clear potential for Police Now, delivered as a national programme by a single entity, to challenge the perceptions that exist within the graduate marketplace. As demonstrated in Chart 2, most respondents in the 2014 commissioned research across each demographic group stated that Police Now would make a policing career more appealing to them. While the greatest increase is observed with Oxbridge respondents there is a consistent and significant shift across all demographic groups, including BAME respondents.

Chart 2: Responses to the survey question, “Would the Police Now programme make a policing career more appealing to you?”



18. To compete in this highly competitive graduate market Police Now ensures its offer (including market-leading branding, marketing, recruitment process and development programme) stands out from the crowd and is of the highest quality. This is particularly critical if Police Now and policing is to attract as diverse a workforce as

possible. Only 18% of UK undergraduates are BAME and our competitors in the marketplace invest significant effort and funds into targeting and attracting them to their professions. If policing is to be effective in attracting a disproportionate number of BAME graduates to its ranks the profession must effectively invest with this ambition in mind.

The Police Now DHEP Programme

19. The Police Now proposition for the Degree Holder Entry Programme (DHEP) builds on existing entry routes into policing, while offering some important innovations.

Recruitment: Attracting a different and diverse audience of the brightest and the best into policing.

20. The Police Now programme represents an innovative approach to the recruitment, training and development of police officers. Police Now currently works with 27 police forces in England and Wales and over the past four years, has seen success in a number of areas. For example:
21. The 2019 attraction campaign delivered 1920 applications for the Met– 20 applications for every place. The Police Now programme is more competitive than many other leading graduate employers.
22. 58% of the 2018 intake were not planning on joining the police before hearing about Police Now. The 2019 intake is projecting was 54% female and 22% BAME – a more diverse intake than observed in other comparative recruitment programmes, both within and beyond policing.
23. The average 'application to conditional offer' time is under six weeks – the quickest PC recruitment campaign in the UK.

Assessment: Police Now runs a bespoke assessment process which substantially reduces the administrative burden on our force partners when compared to traditional recruitment:

24. The assessment centres are designed to place candidates in a neighbourhood policing role and assess their strengths and commitment to public service throughout. Exercises include but are not limited to: cognitive tests, role plays, presentations, e-tray exercises and a strength based interview.
25. Police Now value input from each of our force partners and Met officers/staff play an important role at Police Now assessment centres as event ambassadors, assessment provided by independent assessors Police Now provides them with comprehensive and innovative assessor training in advance their participation at an assessment centre.
26. Police Now take positive action to minimise the negative effects to BAME candidates during assessment centres and the wider recruitment process. They have worked with leading consultants on the development and delivery of the centres. An independent review of the 2017 Police Now attraction and assessment process indicates that the process has no adverse impact on BAME candidates.

Training, Development and Support: Innovative and intensive initial training combined with effective leadership development and ongoing support:

27. The main aims of the course are to enable students to meet the learning and development acquisition as set out in the College of Policing's Degree Holder Entry Programme National Policing Curriculum (DHEP)
28. Provides additional training and support designed to enhance the often mislabelled 'soft skills' of communication, empathy, humility, resilience and reflection.
29. Aims to develop independent critical and evaluative skills, providing students with the practical and conceptual tools necessary to promote their personal and professional development in the context of the challenges facing 21st century policing. These skills are essential to excellent community policing.
30. Another key aim of the Police Now / University of Huddersfield Graduate Diploma is to get students to the frontline and begin delivering a positive impact swiftly. By condensing and intensifying initial training and ensuring that learning is properly supported with field training, this programme enables students to do just this.
31. Deploying officers to the street more quickly than a 'standard' Degree Holder Entry Programme contributes to solving some of the resource and demand challenges faced by Police Now's partner forces.
32. Police Now participants can achieve Independent Patrol Status (IPS) in the first six months of the course. This duration compares favourably with the College of Policing's suggested IPS timescale of one year, as set out in the Degree Holder Entry Programme National Policing Curriculum.
33. Police Now deliver comprehensive support to participants across the full two years of the programme through our Leadership Development Officers (LDOs). Participants receive regular coaching and development support and LDOs regularly communicate with line managers to ensure adequate support is provided and resolve any concerns.

Impact: Individuals with the highest potential posted and supported to ensure that they can make their impact felt in the most challenged communities.

34. Police Now participants are posted as police officers in a single community, in London as Dedicated Ward Officers, for two years where they are responsible for reducing crime and increasing public confidence in policing.
35. Posting participants in the most deprived communities is key to achieving the Police Now mission.
36. Research shows that deprived communities are more likely to experience high rates of crime, and those living in these areas are significantly more likely to be negatively affected by fear of crime and victimisation.
37. Regarding vulnerability and risk, data suggest that those in the 30% most deprived communities are 7.5 times more likely to suffer abuse than those in the 30% least deprived communities. It is in these communities that great neighbourhood policing can make the biggest impact on people's lives
38. Police Now officers through the DHEP will continue to be required to present the impact that they are having within their community every 100 days to an internal and

external audience – with a focus on reducing crime and increasing the confidence of the public in policing.

Leaders in Society: Enabling individuals to develop their skills beyond policing and to make their impact felt in wider society.

39. Personal Development Planning (PDP) is defined as a 'structured and supported process undertaken by an individual to reflect upon their own learning, performance and/or achievement and to plan for their personal education and career development' (QAA 2001). In the Graduate Diploma Professional Policing Practice, this PDP process emphasises leadership and ethical practitioner qualities.
40. From 2005 it has been a QAA requirement that all students have access to PDP. PDP enables the student to develop an awareness of their strengths and weaknesses, construct a record of achievement documenting the acquisition of knowledge skills and competencies and reflect and act upon their personal, professional, academic and long-term career goals. In this course many students will consider PDP in the context of continuing professional development, which is also supported through the course PDP structures. PDP is introduced to students at the commencement of the course and is supported through the personal academic tutor system and leadership development officer (LDO) roles.
41. Students are required to meet with their personal academic tutor regularly to support their engagement and learning on the course as well as to discuss and support their career and continuing professional development plans.
42. Students will also meet with their LDOs regularly throughout the course. LDOs support students to directly apply their learning to practice and vice versa, particularly through assessment choices and the ongoing work relating to their occupational competency portfolio (OCP).
43. Throughout the course, higher level key transferrable and professional leadership skills are developed, including verbal and visual presentation skills, reflective practice, digital literacy for professional practice, written research and professional report writing, communication to practitioner and community audiences, critical thinking and reflection, ethical practice.
44. Dedicated support is also given at school level by the Careers Service to aid students in preparing for work or furthering their career ambitions in practice.
45. Students will also have practice supervisors as part of their probationary period in the police (which is completed when students graduate from the course).

Retaining High Performers: It is anticipated that whilst a significant proportion of Police Now participants will remain in their neighbourhood role for longer as they enjoy interacting with their communities.

46. The retention rate overall has exceeded the expectation of a three year career for participants. Police Now has a retention rate of 76% for the alumni from the first two cohorts and many have progressed onto to other pathways and promotion.
47. Fourteen (38%) of the first cohort have progressed in to the Detective Pathway and four (10%) of the second cohort have become Detectives.

48. Eight of the first cohort are performing the role of Sergeant with one each from the first and second cohort who has achieved a place on the Fast Track PC – Insp programme.
49. The role of the LDO's following the transition to PEQF will continue to be a key factor in the development of participants by working together to create a Personal Development Plan (PDP), which will be amended throughout their two year programme.
50. One of the aims of the PDP is to ease the officers into another role whether at the end of the two years or beyond, It is important to be mindful of the expectations of graduates who want variety in their career profiles.

Police Now So Far

51. Police Now was created by the Met on the decision of the Commissioner, Management Board, DMPC and MOPAC with the support of the Home Office and Home Secretary. It was developed by the Met and relatively junior frontline officers through the Commissioner's 100 Programme. Following an investment by the Police Innovation Fund, Police Now was established in March 2016 as an independent social enterprise.
52. Since first being proposed in July 2013 there have been multiple clear achievements by Police Now:
53. The 2015 attraction campaign delivered 1,248 applications – 24 applications for every place.
54. The 2016 national attraction campaign delivered 2,348 applications – 23 applications for every place. Police Now is more competitive than PwC, Harvard, Oxbridge or Teach First.
55. The 2017 national attraction campaign received 5,009 applications for approximately 250 places – 20 applications per place.
56. 2018 national attraction campaign received 5,313 applications for approximately 230 places – 23 applicants per place.
57. The average 'application to conditional offer' time is under six weeks – the quickest PC recruitment campaign in the UK.
58. The 2018 Met intake was 56% female and 23% BAME (in London the BAME figure is 28%) – a significantly more diverse intake than observed in other comparative recruitment programmes, both within and beyond policing.
59. The 2019 Met intake consists of 89 confirmed offers (50% female and 18% BAME, 38% BAME female). Police Now is expected to deliver its targeted number of 89 new Met officers for 2019
60. The Police Now national attraction campaign continues to attract awards and in the last year has been awarded a further four graduate & diversity related awards. The digital aspects of the national attraction campaign are market-leading and Police Now

have been shortlisted for several up-coming digital awards including Best Graduate Website at the *Target Jobs Awards*.

61. In 2016, Police Now was shortlisted for the *Target Jobs Diversity in Recruitment Award*. Achieving the above awards consistently over the last four years demonstrates their commitment to Diversity and Inclusion and to continually striving to improve standard and quality of the Police Now brand.

The Police Now Summer Academy

62. For the duration of the Summer Academy, officers from all of our partner forces train together, allowing for the formation of collegial peer-to-peer relationships and enhanced networking across police forces. This helps to create a reflective and concentrated environment whereby participants benefit from a broad range of national perspectives as they learn different ways of working from subject matter experts, and each other, that they can take back to their force and apply to their work in communities.
63. Throughout the Summer Academy Police Now also encourage participants and sergeants to engage on 'first name' terms, and encourage an adult learning environment developing a culture of approachability, meaningful dialogue and opportunities to drive change.
64. Police Now have designed the Summer Academy which is a 6 weeks intensive initial training. PN has created a National learning environment where participants start developing their national networks from the outset of their career.
65. The condensed and intense initial training and the ongoing workplace supports means that participants reach Independent Patrol Status within 6 months by providing problem based learning, field training in front line policing experience.
66. Summer Academy has been designed to meet the College of Policing DHEP National Policing Curriculum with a neighbourhood policing specialism plus additional learning objectives specific to the Police Now programme e.g. communication, empathy, humility, resilience, reflection, developing critical and evaluative skills.
67. The Summer Academy is run in partnership with the Force by the provision of Syndicate Leads and Stream Managers from the participants' home force. These roles offer a unique, transformational development opportunity for officers from each partner force.
68. Having graduated from the Summer Academy, Police Now participants from the first cohort were rated by their first line managers (sergeants) in the first three months on their local policing team – 92% of Police Now officers, which were all placed with the Met, were rated as exceptional or good compared to their peers and the remaining 8% rated as average.

Evaluation

69. The MOPAC Policing and Crime are completing a longitudinal evaluation of Police Now. This included feedback from their first 2015 cohort, which are all Met officers, over their two years on the programme. The latest report highlights that:
70. 8 of 10 Police Now participants would encourage other graduates to join Police Now.

71. Police Now officers report higher levels of job satisfaction and job motivation than other officers.
72. Police Now officers are more likely to be open to considering scientific, evidence based work in their day to day work than other officers.
73. Police Now participants are more likely to be receptive to the concepts of procedural justice than other officers and are:
 - a. more likely than other officers to believe that the police should treat everyone with the same level of respect regardless of how they behave to the police;
 - b. less likely than other officers to believe that some victims of crime are more deserving of a good service than others; and
 - c. less likely than other officers to believe that there are some communities who don't deserve the respect of the police.
74. Police Now have also commenced an internal evaluation of delegate perceptions. Provisional results indicate that in the places where a Police Now participant is the Dedicated Ward Officer (DWO), there have been significantly greater improvements (than in comparable wards where there is no Police Now officer) in:
 - a. Young people's (aged 16-24) overall confidence in the police, which has increased by 16 per cent in Police Now wards compared to 3 per cent in comparison wards
 - b. Young people's perceptions of police fairness and the quality of community engagement, both of which are established drivers of confidence
 - c. Young people's belief that people can be relied on to call the police if they see someone acting suspiciously
 - d. Young people's belief that people in their area can be trusted
75. Similarly, people aged 65+ living in Police Now wards record increased confidence in police compared to their peers living in comparison wards, although these results are less statistically significant than those relating to young people (above).

Police Now – The Future

76. The demand amongst forces for Police Now for the 2019 and 2020 intakes has been considerable. Police Now currently partners with 27 Police Forces across the country.
77. The 2018 intake consisted of 233 graduates across 27 forces in the UK. These forces are:
 - a. Avon and Somerset Constabulary
 - b. Bedfordshire Police
 - c. Cambridgeshire Constabulary
 - d. Cheshire Police
 - e. Derbyshire Constabulary
 - f. Devon and Cornwall
 - g. Dorset
 - h. Essex Police
 - i. Greater Manchester Police
 - j. Hampshire Constabulary

- k. Hertfordshire Constabulary
- l. Humberside Police
- m. Kent Police
- n. Lancashire Constabulary
- o. Merseyside Police
- p. Metropolitan Police Service
- q. Northamptonshire Police
- r. Northumbria Police
- s. South Wales Police
- t. South Yorkshire Police
- u. Surrey Police
- v. Sussex Police
- w. Thames Valley Police
- x. Warwickshire Police
- y. West Mercia Police
- z. West Midlands Police
- aa. West Yorkshire Police

78. Police Now provides the potential to contribute to the London Mayoral commitment to build on the capital's neighbourhood policing provision by increasing the number of Dedicated Ward Officers in each ward.
79. The Met continues to contribute to the success of the Police Now programme through the provision of training and development resources, syndicate leads (officers that help train the participants) and subject matter experts as part of the Summer Academy. Some of these support mechanisms (for instance, the provision of syndicate leads) are now spread across all partner forces including the Met and represent part of the long-term model of the Police Now programme.
80. For 2019 and beyond, Police Now have created a 'northern' Summer Academy, moving some training and other activity out of London. This moves strengthens its partnerships with other UK police forces and further development its credentials as a genuinely national police foundation training programme.

The Police Now Business Model

81. Police Now was originally created within the Met by two frontline officers; Inspectors David Spencer and Tor Garnett through the Commissioner's 100 Programme. Following investment by the Police Innovation Fund, Police Now was established in March 2016 as an independent social enterprise. The corporate structure of Police Now is a company limited by guarantee, registered as a charity. Like the Safer London Foundation, the Met is represented on the Board of Trustees of Police Now. The benefits to this approach have been:
82. Delivery is by a not-for-profit partner whose mission is in line with the strategic objectives of the Met and the wider police service.
83. The model provides the potential for considerable cost saving by attracting alternate sources of funding that would not otherwise be available to policing.
84. By outsourcing to a social enterprise this enables finances to be reinvested in the police service rather than a purely commercial model ultimately benefitting shareholders.

85. A delivery model has been scaled beyond London and is sufficiently flexible to adjust to local partner force needs and fluctuations in recruitment and training requirements.
86. A single attraction and recruitment solution for the police service nationally, rather than a potentially confusing picture for graduate applicants faced with multiple potential entry routes.
87. A delivery model for partner forces that might not otherwise be able to sustain their own specialist recruitment function.
88. A delivery model that allows partner forces to operate effectively in a highly competitive graduate market – delivered by specialists that are knowledgeable and able to compete effectively within the marketplace.
89. A delivery model that allows partner forces to share learning outcomes and improve the neighbourhood officer function nationally.
90. Enables the continuation and improvement of the service offered and indeed required within the marketplace to be effective, which would not be possible if Police Now had remained within the Met due to the significant infrastructure investment required.
91. A delivery model that allows the police service to operate at pace, working with specialists who understand that market.
92. A nimble structure than that which is available within the police service, enabling the programme to respond to the needs of partner forces and the recruitment marketplace.
93. A delivery model that recognises the fact that police human resources functions are shrinking nationally and that specialist capability is being reduced.
94. The Police Now Programme has been developed for 2019 and onwards to deliver the Graduate Diploma in Professional Policing in collaboration with the University of Huddersfield.
95. Police Now participants are helping to create safer communities and build the public's confidence in policing, tackling entrenched problems and working proactively to improve productivity by reducing the demand unfolding from emerging crime types. These include cyber enabled crime, modern slavery and child exploitation.
96. Indicative analysis comparing locations with a Police Now participant with a set of independently most similar communities has found significantly statistically significant improvements in young people's confidence in the police, far exceeding improvements in comparison with similar communities over the same period.
97. Independent evaluation found that the average vulnerability score for London communities with a Police Now participant typically falls within 20% most vulnerable communities in the capital.
98. Confidence improvements have also been recorded amongst people aged over 65 years old. The Programme is well placed to make a significant contribution to MOPAC's renewed investment in Neighbourhood Policing by helping to fill the uplift in DWO posts with exceptional graduates committed to public service.

99. The Programme places evidence based policing at the heart of how it trains and assesses Police Now officers at both the Police Now Academy and the 100 day impact events that form the backbone of the two-year Programme, in which participants are challenged and supported to both draw on and contribute to the evidence base of what works in policing.

100. The Police Now Programme enables the Met to attract exceptional graduates into policing, a significant proportion of which appear to be now moving into a detective role, which is a priority area of the organisation. As a recruitment pathway, Police Now is also assuring and diversifying the Met's Talent Pipeline for Leadership Roles for the Future.

Issues for consideration

101. This information is contained in the restricted section of the report'.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

102. Police Now's mission is in line with the Mayoral Commitments as set out in the MOPAC Police and Crime Plan 2017-21 to transform communities, reduce crime and increase the public's confidence in policing. This is achieved by recruiting and developing a diverse group of individuals to be leaders in society and on policing front line.

103. Police Now's two year leadership programme trains outstanding graduates to become Police Officers and transform communities

Financial, Commercial and Procurement Comments

104. This information is contained in the restricted section of the report.

Legal Comments

105. The Mayor's Office for Policing and Crime is a Contracting Authority as defined within the Public Contracts Regulations 2015 (the Regulations). When awarding public contracts for goods or services valued at £181,302 or above all contracting authorities must do so in accordance with the Regulations. This report confirms that the value of the proposed contract award exceeds the above threshold.

106. Regulation 32 of the Regulations provides that MOPAC may award a public contract without publishing a contract notice in the Official Journal of the European Union where the services can only be provided by a single provider due to the protection of exclusive rights, including intellectual property rights, but only where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

107. This report confirms that Police Now is the only provider legally capable of providing the service based upon their exclusive ownership of the Intellectual Property Rights to the Police Now Programme. The report also confirms that no other providers are able to provide an equivalent service and that this has not been the result of any artificial narrowing of the parameters of the procurement.

¹ Police and crime plan: a safer city for all Londoners | London City Hall

108. Paragraph 4.14 of the MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime the authority to approve all contract exemptions of £100,000 or above.
109. Paragraph 7.23 of the MOPAC Scheme of Delegation and Consent gives the Director of Strategic Procurement the authority to approve the award of all contracts, with the exception of those called in through the agreed call in procedure. The DMPC has the right to call in any contracts valued over £500,000.

Equality Comments

110. Police Now also have proven their ability to recruit high calibre candidates with a range of backgrounds, abilities and experience. Police Now provides the Met with an opportunity to attract and retain talented graduates into the Met at a level that has not previously been possible. Their 2018 cohort considered of:
111. Over 10% Oxbridge
112. 62% Russell Group Universities
113. 12% BAME and in London 23%
114. 53% Female and in London 56%
115. Police Now's ability to attract and retain BAME recruitment figures of 23% for London, when considered in the context of only 12% of UK undergraduates being from a BAME background these numbers are impressive.
116. Police Now encourages individuals and communities that are currently underrepresented within the Met to consider policing as a career of choice, as demonstrated by 71% of the 2018 cohort stating that they would not have considered a career in policing but for the Police Now programme.
117. The 2019 Met intake consists of 89 conditional offers (58% female and 18% BAME 37% BAME female). Police Now have delivered to target for Cohort 5 2019.

Privacy Comments

118. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
119. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
120. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme/project meets its compliance requirements.
121. The programme/project [will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will

ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.

Real Estate Implications

122. There are no real estate implications.

Environmental Implications

123. There are no environmental implications.

Background/supporting papers

124. No Supporting Papers

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Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE [COMMERCIAL]

PART 2: EXEMPT SECTION OF THE REPORT

Part 2 is exempt from publication under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

The FOIA that would exempt this information from disclosure is Commercial Interest Section 43. Confidentiality to be reviewed 1 August 2026.

