

REQUEST FOR DMPC DECISION – PCD 53

Title: Single Tender Action – Police Now Graduate Recruitment

Executive Summary:

This report sets out the case for the award of a contract without competition for the provision of a graduate recruitment and training service from Police Now Enterprises Limited. Police Now Enterprises Ltd are the only organisation which can provide the Police Now programme. The value of the contract is estimated to be between £900k and £1,460k depending on the volume of intake.

Recommendation:

That the DMPC approves the award of a contract without competition to Police Now Enterprises Ltd to the maximum value of £1.46m for the supply of the graduate recruitment and training.

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

Spivey Under

Date

9/05/2016

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

Decision required – supporting report

1. Introduction and background

- 1.1 Police Now is a high calibre graduate recruitment programme developed by the Metropolitan Police Service (MPS).
- 1.2 The programme focusses on developing leadership and was designed to attract exceptional graduates and put them into frontline policing roles in some of London's most challenging communities.
- 1.3 Police Now's mission is to: *transform communities, reduce crime and increase the public's confidence in policing, by recruiting and developing outstanding and diverse individuals to be leaders in society and on the policing frontline.*
- 1.4 It is an intensive two year programme that involves graduates serving as Dedicated Ward Officers (DWOs). Those that complete the programme have the choice of joining a fast track scheme or leaving the police to pursue other careers.
- 1.5 In March 2015 the programme secured a grant from the Home Office Innovation Fund to expand nationally as a social enterprise and develop programmes for forces outside of London. In April 2016 Police Now formally transitioned to an independent charity and began delivering the programme to a further 6 police forces.

2. Issues for consideration

- 2.1. This Business Justification concerns the award of the contract through a Single Tender Action for the provision of graduate recruitment and training services to the MPS for the Police Now programme.
- 2.2. Police Now Enterprises Limited is the only organisation that can legally provide the Police Now programme due to the protection of exclusive intellectual property rights.
- 2.3. The consideration of this proposal is urgent due to the graduate recruitment season commencing in September 2016.

3. Financial Comments

- 3.1. The estimated cost of 100 graduate recruits over a 2 year period is estimated to be £900k, with provision in the contract award to increase the volume of intake and cost up to a maximum of £1.46m. MPS will fund these costs from within their existing budget.

4. Legal Comments

- 4.1. 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 £172,514 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.

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 (✓) |
|---|--|-------------------------------|
| Head of Unit: The SFRM team has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities. | | ✓ |
| Legal Advice: The MPS legal team has been consulted on the proposal. | | ✓ |
| Financial Advice: The Strategic Finance and Resource Management Team has been consulted on this proposal. | | ✓ |
| Equalities Advice: Equality and diversity issues are covered in the body of the report. | | ✓ |

OFFICER APPROVAL**Acting Chief Executive**

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 *5/9/16*

- 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 and there is no reasonable alternative or substitute that exists. The report states Police Now is the only provider legally capable of providing the service based upon their exclusive ownership in the intellectual property rights to the Police Now programme
- 4.3. This Business Case recommends the initiation and award of a contract to Police Now valued at a maximum of £1.46m based upon the MPS recruiting and training 100 graduates through the Police Now programme (although this could be variable by 10% dependent on acceptance rates).
- 4.4. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent gives the Deputy Mayor for Policing and Crime the authority to approve all Contract Exemptions for £100k or above.

5. Equality Comments

- 5.1. Of the first Police Now cohort of 73 recruits 44% were female but only 10% were from a Black & Minority Ethnic (BME) background.
- 5.2. Extensive efforts were made in the marketing and targeting of candidates for the second cohort and this was rewarded with increased diversity. Of the 56 MPS candidates of 52% were female and 29% BME. This is particularly noteworthy as this is recruitment from the national pool where BME diversity is proportionally lower.

6. Background/supporting papers

- 6.1. MPS Business Justification



Single Tender Action

The provision of graduate recruitment and associated training via Police Now for the MPS

24th July 2016

Freedom of Information Act Publication Scheme

Protective Marking

Publication Scheme Y/N

Title

Version

Summary

(B)OCU or Unit, Directorate

Author

Review Date

Date Issued



The provision of graduate recruitment and associated training via Police Now for the MPS

4.0

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 MPS.

Human Resources

Chief Superintendent Rob Atkin

23rd July 2017

24th July 2016

**Version History**

| Version | Date | Additions/Modifications | Prepared/Revised by |
|---------|-----------------------------|--|--------------------------------|
| 1.0 | 24 th July 2016 | Version 1 | Chief Superintendent Rob Atkin |
| 2.0 | 31 st July 2016 | Review of Commercial and Financial Cases | Chief Superintendent Rob Atkin |
| 3.0 | 4 th August 2016 | Review of Financial Case | Chief Superintendent Rob Atkin |
| 4.0 | 4 th August 2016 | Legal Review | Chief Superintendent Rob Atkin |

Internal Consultation & Assurance

The following people have been consulted in the production of this Business Justification and their opinions incorporated.

| Directorate / Dept | Name & Job Role | Rank / Grade | Date Assured |
|---------------------------|---|----------------------------|--------------|
| Procurement | James Brown, Strategic Category Manager | Strategic Category Manager | |
| HR | Clare Davies, Director HR | Director HR | |
| Legal | Hameera Dar | Legal Services | |
| Finance Business Partners | | | |

1. Decisions Required

This Business Justification concerns the award of the contract through a Single Tender Action for the provision of graduate recruitment and training services for the Police Now programme.

The Deputy Mayor for Policing and Crime, the Portfolio Investment Board and the MPS Commercial Director are requested to approve the following recommendations:

- **To award, without competition, an agreement for the provision of graduate recruitment and training services from Police Now Enterprises Limited at a contract price of between £900,000 + VAT (with a 10% flex dependent on candidates' acceptance rates) up to a maximum of £1.46m + VAT depending on the volume of candidates provided and the prices negotiated for any increased intake. The budget to support the 2016 intake of 100 has been identified in HR, and any increased volume (up to 150) would be subject to separate negotiation for which further budget would need to be identified by HR.**

The key issues that need to be taken into account of are:

- **Police Now Enterprises Limited is the only organisation that can legally provide the Police Now programme due to the protection of exclusive intellectual property rights.**
- **Due to the graduate recruitment season commencing on the 1st September 2016 it is essential that this contract is finalised by that date. In the event that the contract is signed by the 1st September 2016 Police Now has offered a 7.69% discount, which would provide a saving of approximately £75,000 to the MPS. This saving is reflected in the lower contract price provided above. If contracts are not signed by 1st September 2016 the cost to deliver 100 recruits will be £975,000.**
- The 2016 Police Now attraction campaign delivered 2,348 applications – 23 applications for every place.
- The 2016 intake is 55% female and 20% BME (in London the BME figure is 28%) – a significantly more diverse intake than observed in other comparative recruitment programmes, both within and beyond policing.
- 56% of the 2015 intake stated that they would not have applied for a role in policing but for Police Now.
- Police Now's Summer Academy course meets both the current College of Policing learning objectives and a series of objectives identified by frontline officers as most relevant to those in high performing Dedicated Ward Officer (DWO) roles. The Summer Academy has been described by the College of Policing's Head of Curriculum Design as "the best planned and designed police training course I have seen in a decade".
- Having graduated from the Summer Academy Police Now participants posted to the MPS were rated by their first line managers in the first three months on their Safer Neighbourhood Team – with 92% rated as exceptional or good compared to their peers and the remaining 8% rated as average.
- Having graduated from the Summer Academy 92% of participants stated that they would recommend Police Now to a friend.
- The Police Now programme is one of a number of programmes delivering the MPS People Strategy and the new MPS Workforce Futures Programme which has been agreed by Management Board. In particular it contributes to the MOPAC and MPS objective to increase representation of the workforce (Look and Feel of London). It will contribute to ensuring a strong pipeline for future DWO roles.

2. Strategic Case

2.1 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 are able to deliver within our most challenged communities
- Contribute to the provision of a more flexible and sustainable policing employment model

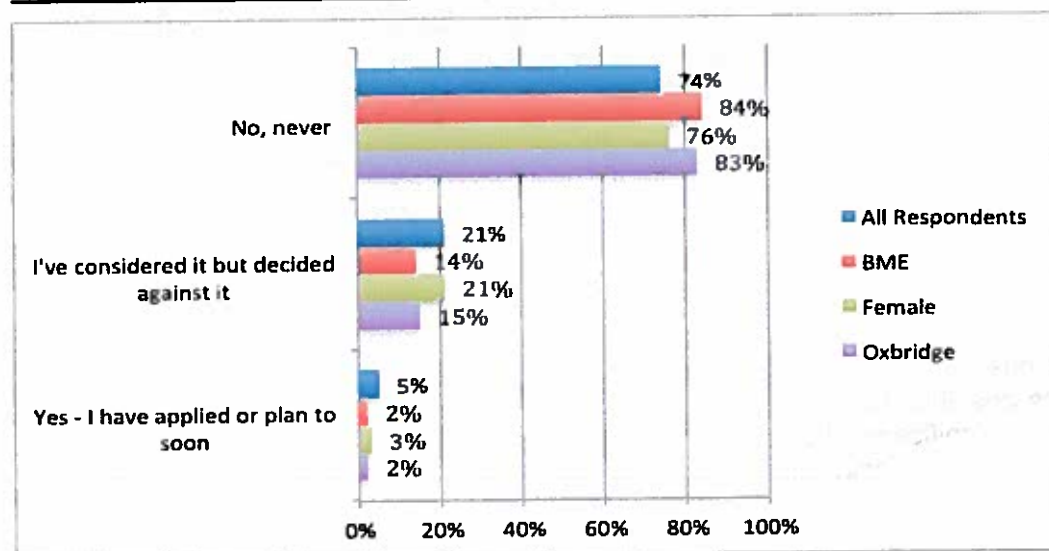
2.2 Graduate Perceptions of a Policing Career

Policing has not traditionally, when compared to our competitors within the hugely competitive graduate careers marketplace, been recognised as an appropriate career for large numbers of high achieving graduates.

As part of the 2014 research for *The Times Top 100 Graduate Employers* 18,336 final-year university students were asked 'Which employer do you think offers the best opportunities for graduates?' In response to this question PwC ranked number 1, Teach First ranked number 2, and Policing ranked number 72. When asked to rate which of fourteen potential careers they consider most prestigious, graduates place policing second bottom, with only social work considered less prestigious.

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 vast majority (74%) had not, with this being particularly notable with BME 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?"



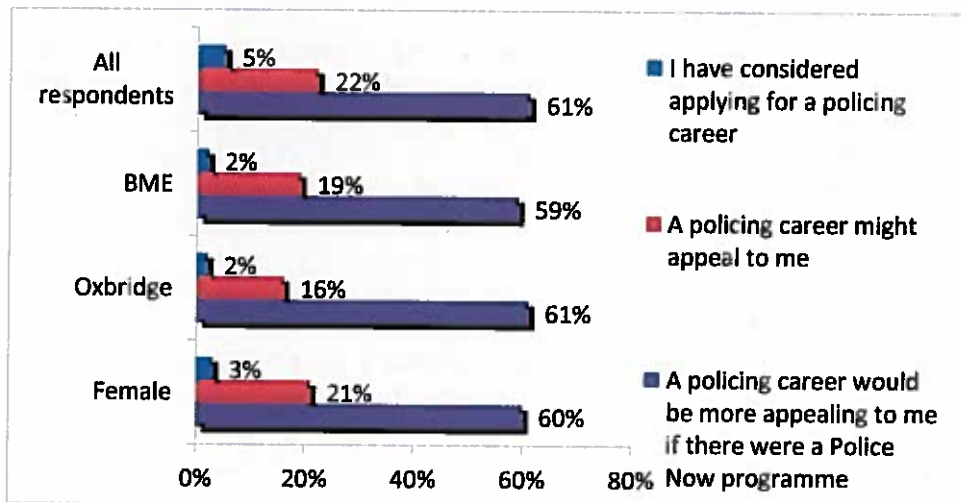
From the research conducted it appears there is a widespread lack of understanding between the synergy that a policing career would provide and the commonly stated aims of high achieving graduates. The most commonly stated aims identified by graduates that they are seeking in the early part of their 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.

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.

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.

Over the last two 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, the majority of 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 BME respondents.

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



To compete in this highly competitive graduate market Police Now ensures its offer (including 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 BME 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 BME graduates to its ranks the profession must effectively invest with this ambition in mind.

2.3 The Police Now Programme

The Police Now proposition 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.

- Police Now is a national recruitment channel which consistently targets and assesses high potential individuals, many of whom have never previously considered a career in policing.
- Police Now focuses its recruitment, marketing and assessment activities on attracting a wider and more diverse audience to a policing career by offering a 2 year programme after which participants have a variety of options open to them.
- Police Now's application process moves candidates from application to conditional offer in only 6-8 weeks.
- Police Now takes positive action throughout the recruitment process to support the recruitment of under-represented groups in policing.

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

- Police Now places a strong focus on the development of participants grounded in innovative problem solving, a distinct emphasis on the skills and knowledge required for effective policing, and dedicated leadership development throughout the Police Now programme.
- The Police Now Summer Academy delivers an initial training programme in a highly intensive environment focused on the skills and knowledge required to be an effective, modern day police officer working in and accountable to a single community.
- The Police Now initial training and ongoing leadership development programme involves leading academics and policing experts.
- We deliver comprehensive support to participants across the full two years of the programme through our Leadership Development Officers.

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

- Police Now participants are posted as police officers in a single community, in London as Dedicated Ward Officers, for 2 years where they are responsible for reducing crime and increasing public confidence in policing.
- Police Now participants focus their work on breaking the cycles of crime and the associated links that living in a deprived area often brings.
- A key focus for Police Now candidates is to build trust and create sustainable change in communities.
- Participants build partnerships with other agencies to support the provision of broader opportunities and a higher quality of life for residents in the future.
- Recruits are offered a daunting level of challenge, which galvanises their belief in the need for urgent action, unleashes their abilities, and develops them as highly effective leaders.
- Police Now officers are 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.

- Following the two-year programme, Police Now ambassadors are offered opportunities to move on to careers within or beyond policing - building on the knowledge, experience and skills they have developed on the programme.
- By building a network of graduate recruitment partners Police Now is in a position to offer access to other organisations graduate recruitment programmes.

- Within policing, ambassadors for the programme have a personal foundation in accountable, public-facing community policing on which they can build an effective policing career.
- Those who develop their careers outside of policing will be able to use their understanding of policing and communities to support continuous positive social change.

2.4 Police Now So Far

Since first being proposed in July 2013 there have been a number of clear achievements by Police Now:

- The 2015 attraction campaign delivered 1,248 applications – 24 applications for every place. The 2016 attraction campaign delivered 2,348 applications – 23 applications for every place. Police Now is more competitive than PwC, Harvard, Oxbridge or Teach First.
- The average 'Application to Conditional Offer' time is under six weeks – the quickest PC recruitment campaign in the UK.
- The 2016 intake is 55% female and 20% BME (in London the BME figure is 28%) – a significantly more diverse intake than observed in other comparative recruitment programmes, both within and beyond policing.
- 56% of the 2015 intake stated that they would not have applied for a role in policing but for Police Now.
- The Police Now attraction campaign was shortlisted for the Best Public Sector Recruitment Campaign at the National Graduate Recruitment Awards for two years in a row.
- Policing rose 15 places in The Times Top 100 Graduate Employers – attributed by the research team to Police Now.
- Police Now developed its own highly innovative and dynamic Summer Academy course. Designed by frontline officers for frontline officers, the Summer Academy met both the current College of Policing learning objectives and a series of objectives identified by frontline officers as most relevant to those in high performing neighbourhood policing roles. Delivered over a period of 6 weeks the Summer Academy was described by the College of Policing's Head of Curriculum Design as "the best planned and designed police training course I have seen in a decade".
- The Police Now Summer Academy delivers over 1,000 different learning objectives with 24 assessments over 30 days; alongside 8,000 hours of visible frontline policing with Police Now participants on the streets of London within 14 days of starting to train.
- Having graduated from the Summer Academy Police Now participants were rated by their first line managers (sergeants) in the first three months on their local policing team – with 92% rated as exceptional or good compared to their peers and the remaining 8% rated as average.
- Having graduated from the Summer Academy 92% of participants stated that they would recommend Police Now to a friend.
- The interim evaluation report of Police Now by the London Mayor's Office for Policing and Crime demonstrates that Police Now candidates demonstrate a significantly more positive approach to both the public and public service when compared to other entrants to the service.
- Police Now has grown from 1 force for the 2015 intake, to 7 for the 2016 intake and a prospective 18 for the 2017 intake.
- The programme has attracted cross-party political support.
- The programme has attracted positive media coverage including articles within The Times, The Sunday Times, The Evening Standard and The Economist along with a segment on the Victoria Derbyshire Show.
- The 2015 College of Policing Leadership Review proposed that Police Now has the potential to be one of the national graduate entry routes into policing.

2.5 Police Now – The Future

The demand amongst forces for Police Now for the 2017 and 2018 intakes has been considerable.

The 2015 intake consists of 67 police officers who were deployed as Dedicated Ward Officers across London within the MPS.

The 2016 intake consists of 112 officers to be deployed across 7 forces in the UK. These 7 forces are the MPS (50 – 60 recruits), West Midlands Police, Lancashire Police, Thames Valley Police, Cheshire Police, Surrey Police and Northamptonshire Police.

The 2017 intake is currently projected, based upon expressions of interest from forces, to consist of 230-250 graduates across 18 forces in the UK, approximately 100 and up to a maximum of 150 of these to be provided to the MPS.

Police Now provides the potential to make a significant contribution to the recent London Mayoral commitment to build on the capital's neighbourhood policing provision by increasing the number of Dedicated Ward Officers to two in each Ward.

The MPS's Commissioner, Management Board, Territorial Policing Chief Officer Group and the Director of Human Resources have indicated that they wish to recruit 100 Police Now officers into the MPS as part of the 2017 cohort.

2.6 The Police Now Business Model

Police Now was originally created within the MPS by two frontline officers, DCI David Spencer and DCI Tor Garnett. Following investment by the Police Innovation Fund and a decision by MPS Management Board and the Mayor's Office for Policing and Crime, Police Now was established in March 2016 as an independent social enterprise to deliver the Police Now programme to the MPS and policing nationally.

The corporate structure of Police Now is a company limited by guarantee, registered as a charity. Similarly to the Safer London Foundation, the MPS is represented on the Board of Trustees of Police Now. The benefits to the MPS of this approach are:

- Delivery is by a not-for-profit partner, whose mission is in line with the strategic objectives of the MPS and the wider Service.
- The model provides the potential for considerable cost saving by attracting alternate sources of funding that would not otherwise be available to policing.
- By outsourcing to a social enterprise this enables finances to be reinvested in the Service rather than a purely commercial model ultimately benefitting shareholders
- A delivery model that is being scaled beyond London and is sufficiently flexible to adjust to local Force needs (such as the London Residency Requirement) and fluctuations in recruitment and training requirements.
- A single attraction and recruitment solution for the Service nationally, rather than a potentially confusing picture for graduate applicants faced with multiple potential entry routes.
- A delivery model for Forces that might not otherwise be able to sustain their own specialist recruitment function.
- A delivery model that allows Forces to operate effectively in a highly competitive graduate market – delivered by specialists that are knowledgeable and able to compete effectively within the marketplace.
- 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 MPS due to the significant infrastructure investment required.
- A delivery model that allows the Service to operate at pace, working with specialists who understand that market.



- A more nimble structure than that which is available within the Service - enabling the programme to respond to the needs of Forces and the recruitment marketplace.
- A delivery model that recognises the fact that Police HR functions are shrinking - and that specialist capability is being reduced.

Given the social enterprise business model created by the MPS for the delivery of the Police Now programme the provision of the programme must now be outsourced to the new Police Now organisation.

2.7 The Key Benefits

Reducing Crime & Increasing the Public's Confidence in Policing

Police Now is already making a significant contribution to the core objectives of reducing crime, cutting costs and improving the public's confidence in policing. By placing participants in a single community for two years participants have the opportunity to build the necessary partnerships to deliver change, reductions in crime and increases in the public's confidence in policing within Britain's most challenged communities. Similar programmes in other sectors have demonstrated significant performance improvements for participating organisations. Police Now is a programme now has the potential to be leveraged on a national basis.

Workforce & Career Transformation

Police Now is significantly contributing to the transformation and modernisation of policing as a career and the policing workforce. New exit routes as well as entry routes are reinforcing the attractiveness of policing as a graduate career with an opportunity to serve society before pursuing other goals. Our market research shows that the Police Now programme makes a policing career significantly more attractive to a more diverse range of graduates. Through the Police Now Ambassador programme, many more leaders of the future in business, third sector and government will have direct experience of frontline policing. There is also potential for this programme to provide a pipeline of talent returning to policing in a direct entry capacity, whether as inspectors or superintendents. The proportions of entrants to the programme are more diverse than other routes to policing.

Delivering Innovation & Evidence Based Policing

By placing those with the greatest potential onto the policing frontline Police Now is providing a unique opportunity see innovative change delivered on the frontline. By using the brightest graduates the programme supports the movement towards evidence-based policing and bringing innovation to the policing frontline. As the programme develops we will see participants contributing to the policing and criminal justice evidence base of what works. The programme has the potential to provide evidence of what works in how policing recruits and develops a diverse cohort into the profession as well as how police officers are able to have an impact.

The Gold Standard of Police Training

Police Now has transformed the standard of police training by being tailored to meet the needs of the highly capable and motivated graduate. Hugely intensive, the Police Now Summer Academy and ongoing development programmes require participants to achieve standards previously not seen in UK police training. The lessons learnt in the development of the training programme are being shared in order that they can contribute to the improvement of other areas of police training and development. The Police Now Summer Academy is highly intensive – reflecting the ability of those we select to achieve the very highest standards. The training period has been reduced from the current standard police recruit training course of 12 weeks to a highly intensive Police Now Summer Academy of 6 weeks. This has led to both a transformation in police training and an approximate potential opportunity cost saving to policing of £6,000 per recruit.

3. Economic Case

3.1 Options Appraisal

The potential benefits, balanced with an assessment of the risks involved as being low, leads to a strong recommendation to pursue the Police Now option (Option 1).

Option 1: Engage Police Now – Preferred Option

Potential Benefits:

- The benefits of engaging Police Now are articulated throughout this report – particularly within Section 2 of this report.
- Non-cashable efficiency savings are also identified within Section 5 of this report.

Key Risks:

- Police Now is a new start up organisation rapidly building its infrastructure. The Year 1 pilot and recent evaluation has given the MPS confidence that there will be a return on the investment (with most of the funding coming through the Police Innovation Fund/Transformation Fund). Two members of the MPS (DAC Helen Ball and the Director of HR) sit on the Police Now Trustee Board and are personally providing scrutiny over the MPS' investment.

Option 2: Do Nothing

Potential Benefits:

- There are no benefits to doing nothing. The MPS needs a ready supply of high quality graduates and Management Board have fully committed to this programme having provided significant test and challenge to the proposals.

Key Risks:

- Reputational damage of no longer participating in national graduate leadership programme for policing.
- Reputational damage of failing to take opportunity to invest in placing high calibre individuals in neighbourhood policing roles.
- Closing route into policing which has demonstrated itself highly successful at drawing a diverse cohort into policing.
- Not benefitting from funding from the Police Innovation Fund and Transformation Fund.

Option 3: Undertake own graduate recruitment programme

Potential Benefits:

- The graduate market is extremely specialised and we see no benefits in trying to deliver an in house recruitment programme.

Key Risks:

- The MPS has operated its own graduate recruitment programme in the past. Some 20% of participants left within the first year. Over 50% rated the training as poor. The proportion of candidates from under-represented groups was significantly below the targets set within the MPS People Strategy.
- The Police Now model is based on best practice from other professions such as Teach First and Frontline within education and social work. It includes an ongoing development model across a two-year period with a much more robust infrastructure in place to manage the quality and development of Police Now recruits than other models previously utilised within the MPS.
- The new MPS HR model does not have the expertise to deliver the quality of graduate recruitment that is required to be successful within the highly specialised graduate recruitment marketplace and that Police Now offers. While there is potential to deliver an alternative



graduate recruitment model through SSCL (or other commercial providers) the graduate market is very specialised and they are less likely to be successful compared to a specialist like Police Now. Furthermore, no other supplier could be part of the Police Now programme due to the exclusive rights Police Now hold to the programme in particular: the unique assessment model, the unique branding of Police Now, and the unique training model.

- Other forces across the country will be 'buying' into the model and the MPS would therefore be at odds with national workforce strategy.
- The MPS would not be able to retain recent Police Innovation Fund or Police Transformation Fund awards which are provided on the basis of national workforce development and collaboration across forces. The Social Enterprise model also enables the MPS to benefit from other funding streams not accessible to the police service but open to charities to generate.

4. Commercial Case

4.1 Required Services

The required services are the recruitment and training of graduate recruits to the Metropolitan Police Service through the Police Now National Graduate Leadership Development Programme. The number of graduates requested is 100 (with a flex of 10%), although this could be increased by the MPS dependent on operational requirements to 150 (with a flex of 10%) prior to the 1st January 2017.

4.2 Proposed Procurement Route

This service can only be purchased directly from Police Now Enterprises Ltd due to the exclusive IPR associated with the recruitment process, as such a single supplier quote has been obtained.

4.3 Value For Money

The programme is delivered on a not-for-profit basis to forces with the benefit of providing significant economies of scale by virtue of the programme being run on a national basis with approximately 20 forces and 230-250 graduates being recruited for the 2017 intake.

The Police Now programme provides potential non cashable efficiency savings to the MPS of up to £0.75m (as outlined in section 5) during this financial year, however this would be offset by the opportunity cost of the Course Director and Leads referred to in section 4.4 below

Police Now's social enterprise business model enables savings to be passed onto the MPS through this contract. This is due to Police Now's charitable status and ability to access a range of funding streams and other preferential terms through a range of suppliers.

4.4 Key Contractual Terms

- This contract is for the 2017 intake to the Police Now programme.
- Due to the commencement of the graduate recruitment season at the start of the academic year in September 2016 it is critical that the contract between Police Now and MOPAC/MPS is signed by the 1st September 2016. A discount is provided to the MPS if the contract is signed by this date.
- Payments are structured through the year from the commencement of the contract during September 2016 through to the start of participants during July 2017.
- Police Now undertake the recruitment process which includes all marketing and the Police Now Assessment Centre.
- The MPS will provide officers and staff with the opportunity to attend and assess potential participants at the Police Now Assessment Centre.
- The MPS will be responsible for delivering the medical testing, vetting, references and fitness testing through their existing recruitment channels.
- Police Now will operate the Police Now Summer Academy which all Police Now participants must complete. Recruits are attested as MPS Police Officers on day one of the Police Now Summer Academy.
- For 100 graduates, the MPS will provide 1 Course Director (Superintendent, Chief Inspector or Inspector), 1 Syndicate Director (Inspector or Sergeant) and 10 Syndicate Leads (Sergeant or Constable) to form part of the training leadership team during the 6-week Summer Academy and the 1 week Syndicate Lead Course. These individuals will be selected by Police Now for their exceptional leadership and frontline policing skills. Should the number of graduates recruited increase, the number of police officers the MPS are required to provide will proportionately increase. This represents an opportunity cost to the MPS for these lead officers.



- The MPS will provide Officer Safety and Emergency Life Support training provision to Police Now recruits during the Summer Academy.
- Police Now will also provide ongoing development opportunities for participants as well as coaching through the provision of a Leadership Development Officer.

5. Management Case

5.1 Implementation Team

The key parts of the MPS where Police Now will be delivered are:

Human Resources

- Overall contract management
- Completion of medical testing, vetting, fitness testing and references (for the MPS intake only)
- Recruitment onboarding (for example issuing of uniform, adding to the MPS IT systems)

Territorial Policing

- Posting of participants into Neighbourhood teams as Dedicated Ward Officers
- Post Summer Academy coaching of participants within Neighbourhood teams as Dedicated Ward Officers (28 Day Immersion – 28 Days during September 2017)
- Line management of participants
- Posting and 1-2-1 coaching of all Police Now participants (~250 Police Now participants) during the Summer Academy for Field Training (7 days during the summer of 2017)
- Provision of Summer Academy Course Director, Syndicate Directors and Syndicate Leads (during the Summer of 2017)

Met Training

- Provision of specialist training resource (primarily Officer Safety and Emergency Life Support)

Police Now will put in place a dedicated account manager to take responsibility for all elements of the commercial relationship with the MPS. They will work under the direction of Police Now's Programme Director.

5.2 Legal Implications

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 £172,514 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.

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 and there is no reasonable alternative or substitute that exists.

The report states Police Now is the only provider legally capable of providing the service based upon their exclusive ownership in the intellectual property rights to the Police Now programme. The specific elements of the exclusive ownership of the intellectual property rights of the Police Now programme are:

- Police Now has developed and possesses the intellectual property rights to a unique assessment process which minimises any adverse impact in relation to various demographic groups. This assessment process is not available to any other provider.

- Police Now has a brand within the graduate marketplace which Police Now possess the unique intellectual property rights to. This brand has been developed over a number of years and is not available to any other provider.
- Police Now has developed and possesses the intellectual property rights to a unique 6-week police training model. No other supplier would be in a position to replicate the training model.

This Business Case recommends the initiation and award of a contract to Police Now valued at a maximum of £1.35m + VAT based upon the MPS recruiting and training 100 graduates through the Police Now programme (although this could be variable by 10% dependent on acceptance rates).

Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent gives the Deputy Mayor for Policing and Crime the authority to approve all Contract Exemptions for £100k or above.

5.3 Equality and Diversity Implications

Police Now provides an opportunity to attract and retain talented graduates into the MPS at a level that has not previously been possible. Police Now has demonstrated this through their previous recruitment programmes by achieving a national BME recruitment figure of 20% and a London cohort BME recruitment figure of 28%. When considered in the context of only 18% of UK undergraduates being from a BME background these numbers are impressive.

Police Now encourages individuals and communities that are currently underrepresented within the MPS to consider policing as a career of choice, as demonstrated by 56% of the first cohort stating that they would not have considered a career in policing but for the Police Now programme.

5.4 Key Performance Indicators

Police Now's success is determined entirely by its ability to achieve its mission of transforming the most challenged communities by reducing crime and increasing 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.

The existing evaluation framework for Police Now focuses primarily on the ability of Police Now programme and organisation to achieve its ultimate impact goal of reducing crime and increasing the public's confidence in policing in the UK's most challenged communities. Whilst other indicators are relevant it is the impact that the programme has in communities that is most critical.

The existing evaluation programme is exploring:

- The impact of Police Now within the challenged communities in which the programme works, in particular in relation to crime reduction and the public's confidence in policing, using comparator groups.
- The impact of Police Now in developing the concept of policing as a career within the graduate recruitment marketplace including the ability to attract a more diverse workforce into policing.
- The impact of the programme on Police Now participants throughout their experience before, during and after their time on the programme.
- The relative progress and quality of work from Police Now participants in relation to other routes into policing, using a comparator group from one or a number of additional routes.
- Outcomes for partners, stakeholders and service users who come into contact with Police Now participants.
- Impact on host forces and Operational Command Units and their workforces including effect on the system and dissemination of learning across teams.
- Police Now as a value for money proposition for both central and local government, as well as our philanthropic donors.

- The effectiveness of the Police Now model itself in delivering its mission, including a review of our focus on innovation and constant self-improvement, and an exploration of the fidelity of the model across the early forces.

The evaluation programme has already published two interim reports on the performance of Police Now with a further final report to be published in 2017. An example of the range of Key Performance Indicators we are currently using include:

Recruitment:

- Number and breakdown of demographic backgrounds of those who: expressed an interest in applying, completed an application and were successful in their application
- Attrition rates for candidates through the application process broken down into demographics
- Proportion of candidates who would not otherwise have applied for a policing career but for Police Now
- Proportion of key influencers (careers services, parents, friends, family members) who would support their graduate friend/family member/colleague in making a Police Now application
- Qualitative reporting of candidates, universities and other key groups as to the Police Now programme and its attraction and assessment processes

Training, Development and Support:

- Proportion of participants who are recruited, trained and qualified as successful operationally competent constables
- Reporting by the line management of participants
- Proportion who complete the two year programme and reasons given by those who do not
- Qualitative reporting by participants, trainers, line managers and peers as to the performance of participants and the quality of training made available
- Barriers / facilitators to progression reported by individuals within and across cohorts
- Barriers / facilitators identified by others involved in the programme

Impact:

- Reductions in crime and increases in the public's confidence in policing in the areas that Police Now operates
- Number of contributions to the canon of what works within evidence based policing
- Qualitative reporting of partners, line managers and senior managers as to the performance of participants

Leaders in Society:

- Proportion who progress to inspector and sergeant ranks
- Proportion who progress to specialised roles
- Proportion who remain in a role linked to the mission of Police Now – even if outside of a policing environment
- Proportion who progress to the College of Policing Fast Track programme

Return on Investment:

- Number of forces who partner with the Police Now programme as participating forces in future years
- Rates of attrition per phase of the programme
- Perceived benefits of the programme identified by stakeholders including individuals within and across cohorts, supervisors, partners and forces



Appendix A – Support for Police Now

"Police Now is a prime example of innovation from the front line of policing, conceived by Metropolitan Police officers and developed within the force itself. It will open up a career in the force to the brightest and the best and break down the culture which sees many officers spend 30 years in policing without gaining experience in other professional walks of life. Just as Teach First revolutionised teaching in difficult inner-city schools, Police Now will transform community policing in some of London's toughest neighbourhoods.... Its future success will benefit policing in forces up and down the country."

Theresa May MP, Prime Minister

"Inspired by innovative schemes in education and social work - in September this year 'Police Now' will be launched at an event in central London. If the scheme works well in London, it will roll out across the UK over time. The scheme will target, attract and identify 120 outstanding university graduates from top universities and challenge them to two years on the frontline of policing. They will undergo a highly intensive training programme which will be the gold standard in police training, and be deployed operationally in autumn next year. Participants will develop their leadership skills in the toughest of environments with the public, and the organisation, benefiting from the energy, ideas and skills from some of the brightest and the best in the country. The market leader in graduate careers research has reported that 61% of final year students surveyed said that Police Now would make them more likely to consider a policing career. This interest is maintained across demographic groups - for BME final year students the figure is 66%. Graduates are telling us that leadership experience, employability and a desire for a challenge are the key drivers behind this."

Sir Bernard Hogan-Howe QPM, Commissioner

"I believe policing needs to modernise how people can join, leave and then come back again. I welcome Police Now being an innovative scheme encouraging exceptional individuals who would not otherwise have considered policing to join for 2 years. Police Now will be a key part of a modern pipeline for talent within policing and will set new precedents that encourage people to make a contribution and develop themselves during their careers in critical roles both within and outside of the policing profession. It has the potential to be a flagship national entry route for policing and is a programme we are exploring adopting for Sussex Police and in the wider region."

**Giles York QPM, Chief Constable &
NPCC Workforce Development Lead**

"Police legitimacy relies on the fact that after all we are citizens in uniform. A tradition that has grown up over the years and clearly tradition has a place in the service, but sometimes tradition means that we select and recruit too much in our own likeness. Ideas like Police Now offers the chance in the 21st Century to embrace the latest thinking to ensure that our leaders of the future have both plurality of experience as well as diversity in their makeup."

Simon Byrne QPM, Chief Constable

"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 Tom Winsor, Chief Inspector of Constabulary

"Police Now, offering a competitive 2 year opportunity, is exactly what is needed and I believe it will really capture the interest and public service spirit of top graduates and enable them to make a real contribution to society"

Gordon Chesterman, Director, Careers Service, Cambridge University

"Police Now is exactly what areas like Tower Hamlets need. Attracting bright, dynamic graduates into dedicated ward officer roles would energise our neighbourhood policing teams and reengage communities with their police"

Tower Hamlets Safer Neighbourhood Board Chair

"[Our Police Now Officer] has been a breath of fresh air and is really turning things round. He produces excellent communications. Residents now feel they have a Dedicated Ward Officer who really cares about the crime problems on the ward and is committed to making the ward a safer place and have a real impact on their quality of life. I cannot sing our [Police Now officer's] praises highly enough. He is a truly amazing officer - and to think he performs like this to this very high standard at the beginning of his career..... The fact that Police Now brought him to us shows that this is a scheme that delivers quality product and service."

Camden Safer Neighbourhood Board Chair

"Police Now as a graduate scheme is so valuable particularly for people like me who have the motivation to contribute to their community and a varied set of skills but are unsure how to approach it. Police Now sounds like the answer!"

Focus group participant, Female BME UCL Graduate 2012

"Just as Teach First is helping schools to change the life chances for children in challenging schools, Police Now will soon be doing the same for some of London's most challenged communities. I am proud to be supporting such an important programme that top graduates will be fighting to get a place on."

James Darley, Director of Graduate Recruitment, Teach First

"Police Now, offers a real opportunity to transform, not only the way we do policing, but also enrich the experience of being a police officer. At its heart Police First puts the role of an officer firmly in the community they seek to serve. This changes the dynamic from 'them and us' to 'we'. Equally important is the recognition that the career path of an officer in the past has been too linear, or one dimensional. Police Now seeks to offer a more multifaceted disciplinary of work and life skills, which may temporarily or permanently lead the officer to seek employment outside the police force. Above all though, it is a project about diversity: Diversity of people, of skills, of understanding how community census is built for a shared project to protect and serve the public."

Simon Woolley, Director, Operation Black Vote