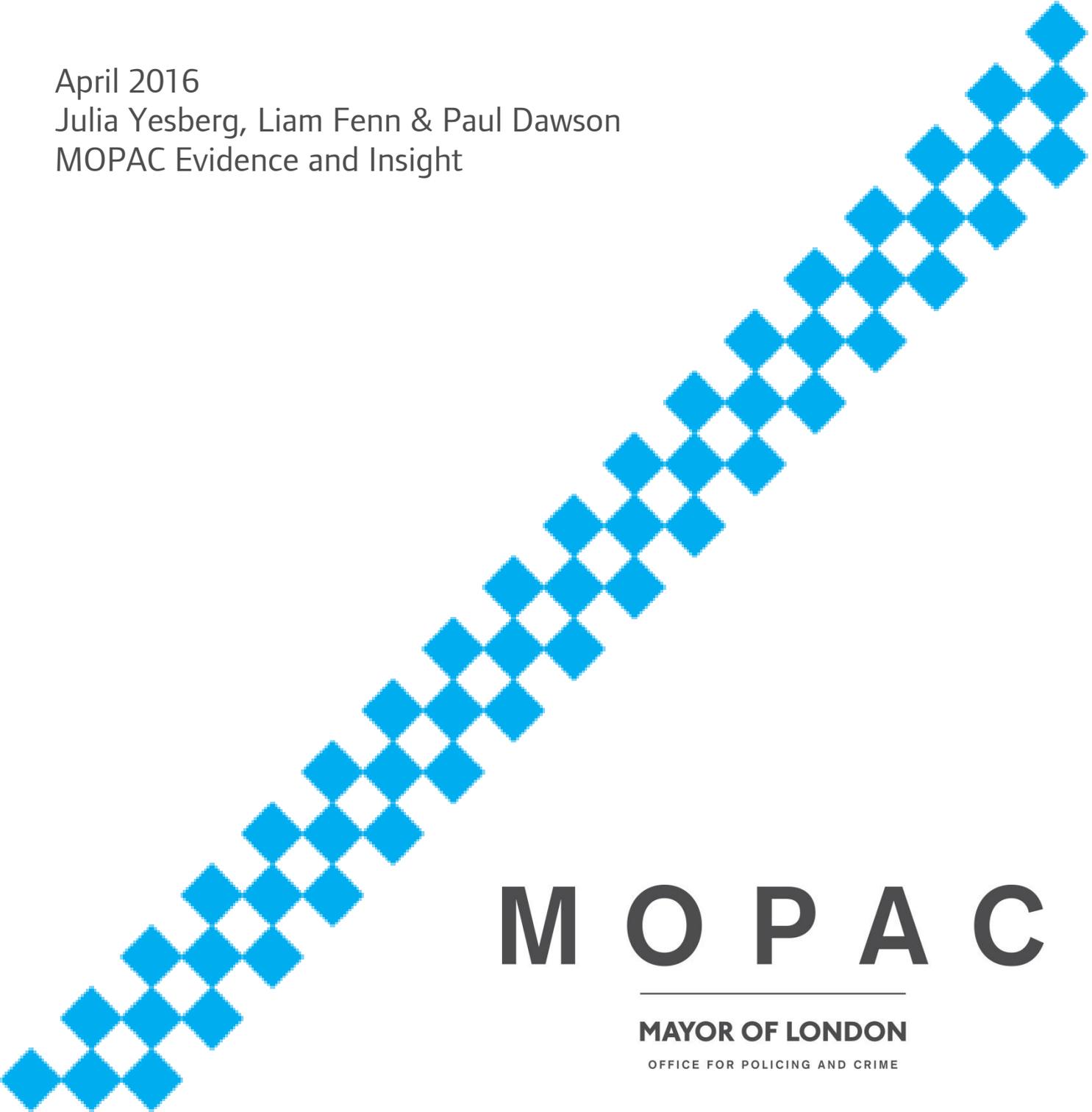

Police Now Evaluation Year 1 Report

April 2016

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MOPAC Evidence and Insight



M O P A C

MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME

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Executive Summary

Police Now is an innovative two year graduate programme putting graduates on the frontline of policing. The programme aims to bring outstanding graduates into policing with the purpose of transforming some of the most disadvantaged communities. The first cohort of Police Now participants joined the Metropolitan Police Service in July 2015 and completed the intensive six week Summer Academy training in August 2015. Since then, participants have been working as Dedicated Ward Officers in some of London's most challenged communities.

An evaluation of Police Now is being conducted by the Evidence and Insight team at the Mayor's Office for Policing And Crime (MOPAC) supported by funding from the Home Office Police Innovation Fund. The research uses a longitudinal mixed-methods approach to explore how Police Now participants' experiences of the programme, the police organisation and the job of policing itself, change over time.

This second of four interim reports will share emerging findings from the research, including results from the second tracker survey, interviews with syndicate leads and the Police Now operations team, and interviews with Police Now participants and their line managers. The report will also provide an update on the overall progress of the evaluation and next steps.

Key Findings

- The first cohort of Police Now participants were highly satisfied with the level and quality of training they received as part of the Summer Academy.
- The syndicate structure—where participants are broken into syndicates of 8-9 participants led by a Syndicate Lead—emerged as an important feature of the Summer Academy, along with the positive learning environment and the quality of the visiting fellows and guest lecturers.
- Participants thought the training could have had a larger focus on the practical aspects of the job and longer shifts on field training. Many participants felt unprepared to begin their roles as police officers and confidence was low.
- More than half of participants reported feeling a stigma associated with being part of the Police Now programme and half reported feeling uncomfortable disclosing they are part of the programme when meeting new colleagues.
- Interviews with line managers revealed that many felt unprepared to receive their Police Now officer and some teams were unaware of the Police Now scheme. Line managers reported this lack of awareness may have increased stigma and caused some initial scepticism.
- Line managers were extremely positive about their Police Now officers – they described them as enthusiastic, proactive and valued members of their team.
- Participants' attitudes toward policing and serving the public were favourable and higher than the overall MPS staff survey results, although there were some declines in attitudes from the beginning of the Summer Academy. For example, fewer participants were confident of receiving a good service if contacting the MPS as a member of the public after only a few months on the job.
- Most respondents thought policing would benefit from the Police Now scheme in the long-term, most notably because it is attracting the 'right' people to the role.

1. Introduction

Report Objectives

This report is the second of four reports that will be published by Evidence and Insight¹ as part of the Police Now evaluation. The purpose of these reports is to provide a detailed account of the design and progress of the evaluation and to present findings and learning from the first cohort of Police Now participants.

The first interim report was published in October 2015.ⁱ It outlined the aims and proposed design of the evaluation, introduced the first cohort of Police Now participants, and presented findings from the induction survey administered to the cohort during their first week of training with the MPS. The induction survey captured participants' motivations for joining the police, aspirations for their career as a police officer, their attitudes towards serving the public, and their expectations of the MPS as an employer.

The second interim report will share emerging findings to date and provide an update on the overall progress of the evaluation. Findings from the second 'Tracker Survey' will be presented, which captures participants' early career attitudes, their experiences of the Police Now Summer Academy, and how they are settling in to life as a police officer since completing their training. Findings from this survey will be compared to the first tracker survey to explore how participants' attitudes change over time and to other MPS staff surveys to explore how Police Now participants' attitudes compare to the attitudes of other police officers.

Findings from interviews conducted with Police Now participants and their line managers will further explore themes that emerged from the tracker survey. Findings will also be presented from interviews conducted with syndicate leads and the Police Now leadership and operations team. Recommendations for Police Now will then be discussed based on the findings and an overview of next steps and timescales for the remainder of the evaluation will be outlined at the end of the report.

About Police Now

Police Now is an innovative, two year graduate programme putting graduates on the frontline of policing. The programme aims to bring graduates into policing with the purpose of transforming some of the most disadvantaged communities. The programme is committed to developing a new generation of inspiring leaders from a diverse range of backgrounds, whilst providing graduates with a unique foundation for a leadership career.

¹ Evidence and Insight is an in-house research and performance team based at the Mayor's Office for Policing And Crime (MOPAC). The first interim report is available upon request.

Police Now's stated vision: *“transform the most challenged communities by making them safer, reducing crime and increasing confidence in the police by recruiting and developing outstanding individuals to be leaders in their communities and on the policing frontline”*

Neighbourhood policing is “at the heart of the Police Now model”.ⁱⁱ Following their training, the first wave of Police Now participants were placed as Dedicated Ward Officers (DWOs) in some of London’s most challenged neighbourhoods for two years.² In 2016, the Police Now scheme is expanding to work with seven police forces across the UK: the MPS, Cheshire Constabulary, Lancashire Constabulary, Northamptonshire Police, Surrey Police, Thames Valley Police and West Midlands Police.

Police Now Evaluation

The Evidence and Insight team at MOPAC are conducting an evaluation of Police Now on this first cohort. The research employs a longitudinal mixed-methods design with the aim of examining how the Police Now participants’ experiences of the programme, the police organisation, and the job of policing itself change over time. The participants themselves have centre stage in this evaluation which will cover key areas such as why people join the police, how they integrate into the organisation, their appraisal of training, and their attitudes toward different policing styles.³

The findings from the Police Now evaluation will make a significant contribution to the policing evidence-base, developing knowledge in key areas such as police recruitment, workforce development, police training and police culture.

The Police Now Cohort

The first cohort of Police Now participants joined the Metropolitan Police Service (MPS) in July 2015 and completed the intensive six week Summer Academy training in September 2015 (see Figure 1 for the ‘Participant Journey’). Almost half of the 67 participants who completed the training were female and 12% (n=8) were from Black and Minority Ethnic (BME) groups. The proportion of females in the Police Now cohort (45%; n=30) is larger than the overall proportion of female police officers in the MPS (25%)ⁱⁱⁱ and the 2013 Police Officer Graduate Entry programme (40%).^{iv} The proportion of participants from BME groups is double the proportion of BME recruits in the 2013 graduate cohort (6%), but similar to the overall proportion of BME police officers in the MPS (11%).

² The DWO role was introduced in the MPS in 2013 as part of the development of the Local Policing Model. The Met’s vision for the role is for a single police officer to take responsibility for their geographical patch in each of London’s 624 wards.

³ See Report 1 for a more detailed description of the Police Now Evaluation.

67

Police Now graduates⁴



45% female

12%

from a BME background

After completing the Summer Academy in September 2015, participants were posted into their community as DWOs and began the 28-day DWO immersion period (outlined below). Over the next two years, participants will continue to develop their skills as a police officer. Participants will also be given the opportunity to apply for a three-week internship in policing or with one of Police Now’s ‘graduate partner’ organisations.⁵ At the end of the two years, participants can choose to move on to a career outside of policing or to continue as a police officer. The second cohort of Police Now participants is due to begin the Summer Academy training in July 2016.

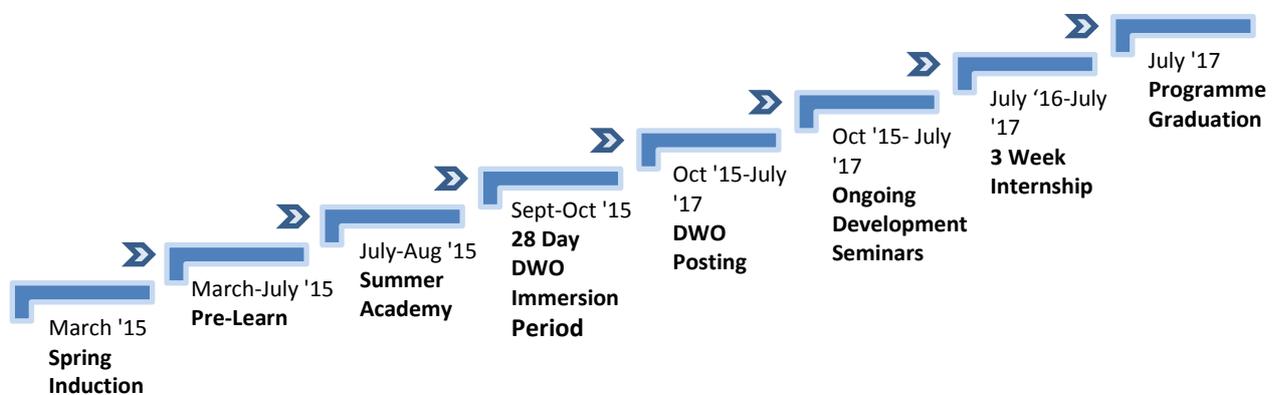


Figure 1. Police Now ‘Participant Journey’

The Summer Academy

Previous research has highlighted the shortcomings of police officer training in England and Wales.^v The intensive six week long Summer Academy represents an innovative, forward thinking approach to police officer training and leadership development and aims to build on and enhance traditional police training. The Police Now training is based on National Standards (e.g., College of Policing Learning Objectives) and includes all mandatory training (e.g., OST and ELS training) plus additional Police Now training (see Figure 2 for a breakdown of the training).

The four objectives of the Summer Academy are summarised below:

- To enable participants to excel at delivering the Police Now mission of transformation in communities.
- To enable participants to be exceptional police officers.
- To enable participants to be leaders on the policing frontline and in wider society.
- To deliver the gold standard in policing and leadership training and development.

⁴ 69 participants started the programme but 2 left during the Summer Academy.

⁵ Partners include Accenture, Civil Service Fast-Stream, Covingtons, Clifford Chance, KPMG, PA Consulting.

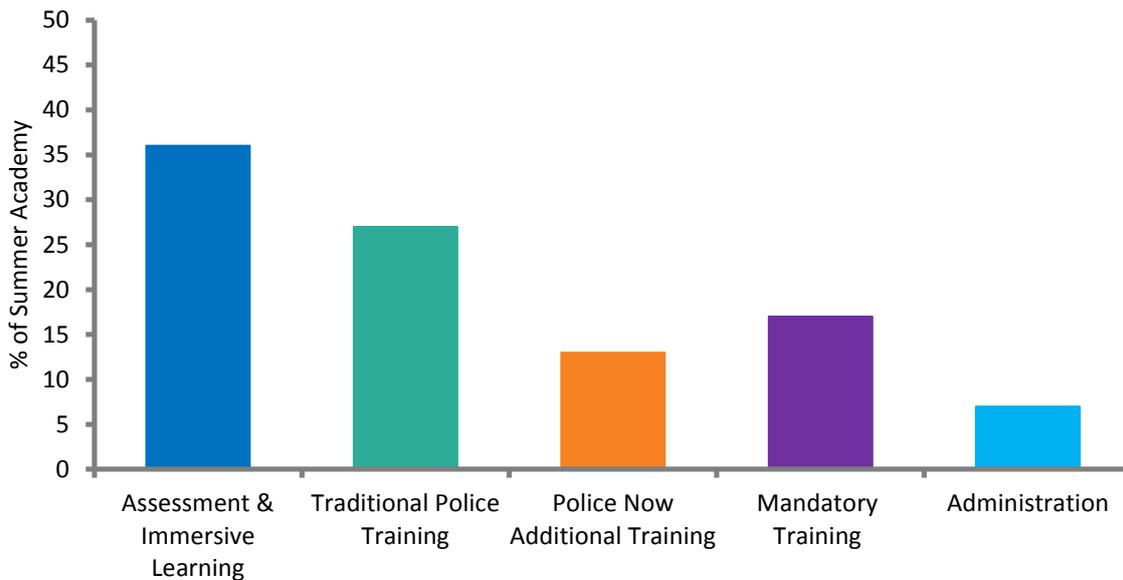


Figure 2. Hours breakdown of the Summer Academy

The Summer Academy consists of a mixture of classroom and practical training and is highly intensive; participants attend 11 hour days over 6 weeks consisting of approximately 300 hours of learning (see Figure 3 for the Summer Academy timetable). Throughout the Summer Academy, visiting fellows drawn from inside and outside of policing attend to deliver lectures, seminars and practical training on their areas of expertise. In the last three weeks of the Summer Academy, participants take part in Borough Field Training to develop their skills and knowledge in a real life environment. The field training consists of 15 shifts (5 ERPT shifts, 5 SNT shifts and 5 CID/CPU shifts) under the 1:1 supervision of an experienced officer.

Throughout the Summer Academy, participants undergo regular theoretical and practical assessments which meet and exceed current MPS foundation course assessments. During their 2 year postings, participants also complete 100 Day Impact Assessments. In these assessments, participants must answer the question: *What is the most impactful thing you have done on your Ward to reduce crime and increase the public's confidence in policing during the last 100 days?* Participants are encouraged to focus on measurable impact and describe the innovations they have made over the preceding 100 days. Regular reflection and support is also a feature of the Police Now programme, with coaching, mentoring and buddying provided throughout.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
0800-0850	Written Assessment, Practical Assessment or Reflection Session					
0900-1300	Classroom and Practical Exercises					
1300-1400	Lunch and/or Travel					
1400-1900	Mandatory OST/ELS and Practical Exercises			Practical Exercises and Borough Field Training Sessions		

Figure 3. Police Now Summer Academy Timetable

The syndicate structure is an integral part of the Summer Academy and the Police Now programme. Police Now participants are broken into 8 syndicates of 8-9 participants led by a Syndicate Lead who is a substantive police officer with recent frontline policing experience. The syndicate lead's role is to inspire and lead participants through the Summer Academy while also preparing and delivering training content. They are responsible for monitoring and evaluating participant performance, providing advice, and identifying further development needs. Syndicate leads are also responsible for identifying and responding to individual welfare needs and resolving problems when they arise.



Figure 4. Police Now Summer Academy Staff Structure

The 28 Day DWO Immersion Period

Following the Summer Academy, the 28 day DWO immersion period is designed to introduce participants to the DWO role under the 1:1 supervision of an experienced DWO mentor based on a nearby or neighbouring borough. As part of the immersion period, participants are required to complete the Student Officer Record of Competence (SOROC) assessments and are also expected to commence their first 100 day plan for their community.⁶

⁶ See <https://policenow.wordpress.com/2016/02/29/100-day-impact-event/> for a video of the first 100 day impact event held on 22 January 2016.

2. Methodology

Tracker Survey

The second 'Tracker Survey' was administered to participants in October 2015 at the end of the 28 day DWO immersion period.⁷ The survey was designed to capture participants' early career attitudes, their experiences of the Police Now Summer Academy and 28 day DWO immersion period, and their aspirations for their future career. Each participant was emailed a link to an online survey; 45 people completed the survey, indicating a response rate of 67%. Participants were asked to provide their warrant number to match their responses to the first tracker survey.

Interviews

Interviews were conducted with syndicate leads and the Police Now leadership team in October-November 2015. The interviews were designed to capture their experiences of the Summer Academy (including what worked and what could be improved upon), their insight into their own career and how Police Now differs to the training they received as new recruits, and the current state of policing and the MPS. Face-to-face interviews were completed with 18 people lasting approximately 45 minutes. Interviews were recorded, transcribed and analysed.

Telephone interviews were also conducted with a sample of Police Now participants (n=22) and a sample of participants' line managers (n=25) to further explore themes uncovered in the tracker survey.⁸ Interviews were conducted in February-March 2016 and lasted approximately 40 minutes. Interviewees were recruited via email or in person at the first 100 Day Impact Event and were asked to sign a consent form outlining confidentiality and anonymity.

Reflection Journals

A sample of Police Now participants (n=16) submitted reflection journals for thematic analysis.⁹ These journals were completed by participants at two time points: during the Summer Academy and the 28 day DWO immersion period. Participants were asked in these journals to set goals, list their strengths and areas for improvement, and document their experiences of the training.

Other Surveys

This report also draws on data collected from surveys administered to participants by the Police Now operational team at fortnightly intervals throughout the Summer Academy and a short survey administered to the line managers of participants following the Summer Academy. Comparisons to other surveys (e.g., surveys conducted with recruits from the Police Officer Graduate Entry programme in 2013 and the Met staff survey) will also be made.

⁷ The survey was developed and hosted using the Opinion Research Services (ORS) secure online survey portal.

⁸ These interviews were completed by ORS's qualitative research team.

⁹ Participants were randomly selected. Each participant signed a consent form permitting their journals to be analysed for the purpose of the research.

3. Results

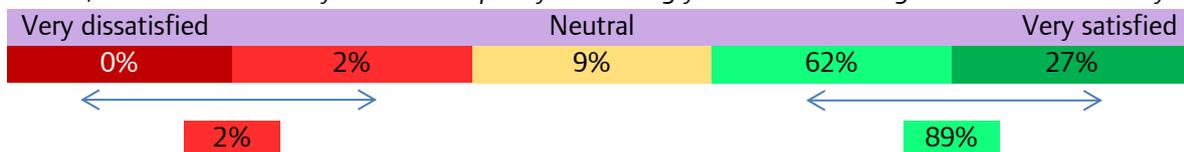
The Summer Academy Training

Overall satisfaction

Participants

- Findings from Tracker Survey 2 (TS2) showed that, overall, participants were happy and satisfied with the level and quality of training they received at the Summer Academy.
- **Eighty-nine percent** of participants (n=40) reported being very or fairly satisfied with the quality of training received and **all 45** participants agreed the Summer Academy was a positive learning environment.

Overall, how satisfied were you with the quality of training you received during the Summer Academy?



- Similarly, the interviews conducted with Police Now participants (n=22) also demonstrated very positive views about the quality of the training delivered at the Summer Academy.

Absolutely fantastic. I didn't know what to expect beforehand but I previously received training from a graduate employer and I was amazed at how much better the Police Now training was.

Syndicate leads

- Syndicate leads and the Police Now operations team were similarly positive about the training delivered at the Summer Academy. In particular, they commented in their interviews that the training Police Now offers is far superior to the training they received as new recruits.

Police Now training is inspiring, all the things that training experienced in my career isn't. It is dynamic, creative and delivered by practitioners.

What worked well?

Participants

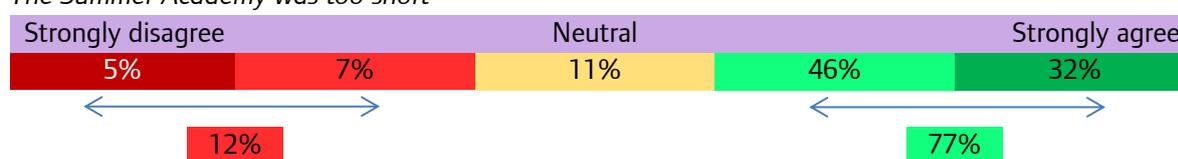
- Participants were asked in the survey and interviews to describe what worked well and what they enjoyed most about the Summer Academy (see Figure 5 for a word cloud of the most commonly reported words).
- The **syndicate structure** emerged as an important feature. Participants thought the syndicate structure gave them the opportunity to bond with their fellow cohort members as well as creating a more relaxed and encouraging learning environment. Syndicate leads were cited as being instrumental to the success of the syndicate model, allowing participants to learn in a safe and supported environment.

especially in relation to: not having enough time to revise and review information and knowledge; long days causing tiredness and exhaustion; and the 'rushed' structure of training days.

There was little or no time to consolidate knowledge or go over what I'd learnt. The hours were long; we started at 8am and finished at 7pm, plus travel time, so there was no time to go over anything in the evenings either.

- Consistent with these comments, the majority of the cohort (**77%**; n=35) thought the Summer Academy was **too short** and **93%** (n=42) thought the Summer Academy was **exhausting**. In addition, many participants thought the Summer Academy overall could have had a larger focus on the practical aspects of the job; **one quarter** of participants (n=10) were dissatisfied with the balance between classroom and practical learning.

The Summer Academy was too short



- Another suggestion for improvement by the cohort was the **field training** period, including its timing, structure and organisation. Many participants thought the three week field training period was too short to adequately prepare them for the front line. They also thought the field training shifts could have been longer (i.e., full-day) and more varied (i.e., different shift patterns, including nights). Some participants reported that because they were only able to do half a shift, they could not properly get involved in incidents or, if they did, they finished late and were exhausted in the morning.

I think there needs to be further field training. There simply wasn't enough time to practice key policing skills.

- In terms of the organisation of the field training, many participants reported that their teams apparently knew nothing about the Police Now scheme and were unaware that they were supposed to be providing training for recruits. Furthermore, participants reported inconsistencies in the extent to which different team members were willing to help them with their development and training.
- Some participants also felt that the field training could have had a wider emphasis on the processes and procedures of overall policing, rather than specifically focused on the DWO role. A number of participants reported since starting their roles as DWOs, because of the heavy workloads of their team, they have been drawn into other police work which they have felt unprepared for.

I think the training was good in that it prepared us for the role that was advertised, however I think in reality I have spent a lot of time doing things I wasn't trained for.

- Participants also commented there could have been better integration with the boroughs and more time could have been allocated for feedback sessions with the syndicate leads.

Syndicate leads

- Syndicate leads agreed with the cohort that for practicality purposes the days should not be split between classroom and field-training and that a full day should be spent out on borough. They also thought that more time could be spent on certain exercises (e.g., role plays) in order to boost confidence.
- Some syndicate leads felt they did not have enough time themselves to prepare for the training they delivered, although recognised part of this problem might be exclusive to the first year rollout. Syndicate leads reported feeling exhausted towards the end of the Summer Academy, finding it difficult to keep morale up.

Review the 6 weeks duration, as syndicate leads were exhausted afterwards. Does there need to be more thinking and reflection time, and perhaps more recovery time?

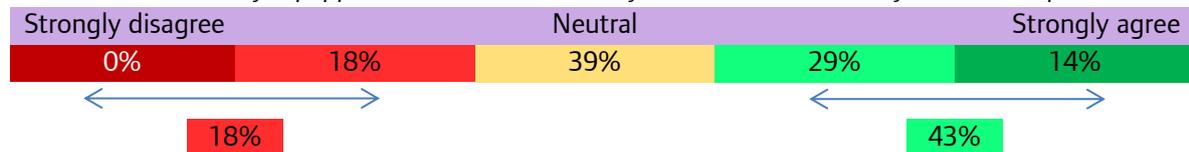
- These feelings are reflected in participants’ responses to the surveys administered by the Police Now operational team at fortnightly intervals throughout the Summer Academy. Responses to these surveys showed there was a drop in attitudes in the survey administered four weeks into training. In the second survey, **84%** of participants (n=56) stated they would recommend the Summer Academy to others compared to **93%** (n=62) in the first survey and **97%** (n=65) in the survey administered at the end of training. This pattern of results was reflected across other responses; for example, fewer participants in Survey 2 rated the quality of the training they received as “Excellent” or “Very Good” (**70%**) compared to the other two surveys (**84%** in Survey 1 and **95%** in Survey 3).

Confidence and Preparedness

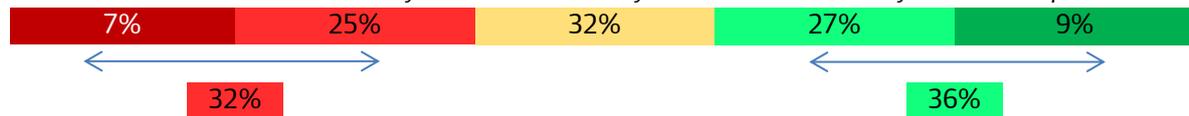
Participants

- Many participants reported not feeling prepared to start their roles as police officers. Less than half of the cohort (**43%**; n=19) thought the Summer Academy equipped them with the necessary skills to embark on their career as a police officer and only **36%** (n=16) felt they had the necessary confidence¹⁰.

The Summer Academy equipped me with the necessary skills to embark on my career as a police officer



At the end of the Summer Academy I had the necessary confidence to start my career as a police officer



¹⁰ The evaluation team plans to speak to non-Police Now recruits who joined the MPS in 2015 as a comparison group to determine whether Police Now recruits are more or less confident following training than other recruits who go through standard MPS training.

- Confidence appeared to be a particular problem for female participants, with significantly fewer females (**20%**; n=4) reporting feeling confident compared to their male counterparts (**50%**; n=12)¹¹.
- Developing the confidence and knowledge to deal with the varying aspects of being a DWO was a challenge identified by participants in the interviews. Some put this down to the inevitable nature of starting a new job, while others felt unprepared and unknowledgeable about certain aspects of their role.

Line managers

- The Police Now operational team conducted a short survey with participants' line managers following the Summer Academy. Of the 38 line managers surveyed, **just over half** (n=21) thought the officers were well prepared for the role. Comments from line managers suggested they thought the training was too short and an inadequate introduction to the basics. However, **40%** of line managers (n=15) thought their officers' abilities were just the same as other officers with similar levels of service and **47%** (n=18) thought their abilities were better or far better than other officers.
- Preparedness was also explored in interviews. Again, **just over half** of the 25 line managers interviewed (n=13) believed the training had prepared their officer sufficiently.
- Nine line managers did not think the training academy had prepared their officers for the DWO role because: they believed the training period was too short to convey proper knowledge about being a DWO and policing procedures; they believed there to be discrepancies between the real-life DWO role and the one the scheme promotes to officers. Furthermore, a lack of general policing experience was identified by line managers as the main challenge to line managing their Police Now officer.

A lot of the programme is about problem-solving and DWOs. The only thing for me was, as well as doing that side of the job they also have to learn how to be a police officer. It wasn't a monumental challenge, but they have to understand the basics of what doing our job is about.

- The particular areas in which line managers thought their Police Now officer should have received more training prior to starting their DWO role were: 'overall' policing including response team and street duty training (especially for safety reasons); more DWO-specific remits such as problem-solving, partnership working, ASB management and Safer Neighbourhood work; and administrative processes.
- Line managers were also asked about the expectations they had of their Police Now officer prior to their arrival. Line managers had mixed expectations of their Police Now officers. Some had high hopes and expected someone with innovative ideas and a can-do attitude, whereas others were more cynical and were unsure about the length of the training period and whether a university degree could assist in generating new ideas or conversely whether it was the high calibre of the recruits instead of the training that was yielding benefits.
- Positively, **19 of the 25** line managers said their Police Now officers are meeting or exceeding their expectations. The minority of line managers who did not feel their

¹¹ According to an independent samples t-test, $t(42) = 2.82$, $p = .007$, 95% CI [.25, 1.47], $d = .87$

officers were meeting their expectations stated they were anticipating someone with more experience.

She is doing very well. However I'm not sure if this is because of the training or due to the high quality of the people the scheme is recruiting...myself and the other sergeants tend to think the latter.

Syndicate leads

- In addition to the concerns noted by line managers, there were some concerns among syndicate leads that Police Now participants are not receiving the same level of training compared to Hendon and that the six week duration may not be long enough¹². Syndicate leads emphasised that Police Now has a responsibility to make sure participants on the scheme are properly trained and any mistakes accounted for. Some syndicate leads suggested training could be residential to promote more opportunities to debrief and bond with cohort members, in addition to welfare duties.

The DWO Role

The 28-Day DWO Immersion Period

Participants

- Participants were asked in TS2 how they found the 28 day DWO immersion period. Specifically, they were asked to describe what they learned and what they found challenging (see Figure 6 for a word cloud of the most commonly reported words).
- Overall, most participants stated they learned a lot from this period; however, many reported this being a **challenging** time. The quality and availability of their DWO mentor appeared to be a major factor in how participants found the immersion period, as well as the level of support offered by their team.
- Participants who were positive about the 28 day DWO immersion period reported: a high level of support from their team; having a mentor with identical shift patterns; having a mentor who was experienced and knowledgeable, and who was a fellow DWO.

Brilliant. My team made me feel welcome and have provided me with support. Having a mentor with identical shift patterns really helped.

- Participants who were less positive about the immersion period reported: having an absent or unavailable mentor or a mentor with little experience; having a mentor who was not interested in mentoring; the team having little knowledge of Police Now or what the immersion period was meant to achieve; a lack of motivation and low morale within the team; and a lack of planning by the borough.

I didn't really have an immersion period. I was not given one to one mentoring as my DWO 'partner' is frequently absent and had no interest in mentoring me.

- Other challenges reported by participants included understanding the different computer systems and procedures, integrating with colleagues on borough, and managing colleagues' perceptions of the DWO role.

¹² Standard MPS recruit training is 12 weeks long and is completed at Hendon.

- When participants were asked what factors **motivate** them in their role, the knowledge that they are improving people's lives and 'making a difference', the varied and interesting nature of the DWO role, the dedication of their colleagues, and the daily interaction with diverse people were common factors.

Is the DWO role the right choice for Police Now?

Syndicate leads

- Syndicate leads were positive that the DWO role was the right choice for the Police Now programme. They commented that the role gives the cohort the opportunity to make a difference and allows them to see any impact they are having directly on their community. They also thought the role gives the cohort a good grounding in the skills needed to be a leader; however, in reality, they noted participants will not want to stay in that role forever.

Gives leadership and challenge that DWO role bring instead of getting 'lost in the numbers'. Dedicated to that ward gives you accountability, and you set your own goals.

Participants

- However, there were mixed views amongst the cohort. Some participants were concerned they are not able to experience 'wider' policing while working as a DWO, which they felt was negatively impacting on their overall development as a police officer.

I feel like I'm not learning as much as I should; I feel like after the two years I won't know as much as other police officers because I won't have experienced these confrontational situations and the DWO role is much more slower paced.

- Other participants were positive about the DWO role and thought it was the right choice for the Police Now scheme. Some mentioned the greater levels of responsibility that the DWO role brings, along with the ability to work on a more varied range of tasks and to carry out more community engagement.

Line managers

- Most line managers interviewed were positive about the DWO role; however, as mentioned earlier, many thought participants should have experience in the wider policing role. Indeed, some line managers have actively encouraged their officers to increase their knowledge and experience in other areas of policing in order to equip them to deal with the variety of situations they will encounter as an officer in the future.

I sat down with her from the start and talked to her about her expectations, as well as mine and Borough's and we decided she should immerse herself in many roles and portfolios; she's not just been a DWO, she's been given experience in other areas so she can face many scenarios.

Impact on the Community

Participants

- Participants were asked in the interviews to describe the biggest issues their ward is faced with, how they have attempted to gain an understanding of and address these issues, and how they have measured their success.
- The biggest issues officers face on their ward include: ASB, drugs, motor vehicle crime, theft and violent crime. They have primarily gained an understanding of these challenges through a combination of talking with their team and local residents and organisations, analysing crime statistics, patrolling areas to witness crimes first-hand, and also through residents reporting crimes as they happen.
- Officers have attempted to address these issues by: increasing patrols and police presence in affected areas, dispersal orders, arranging and executing drugs warrants, using intelligence and joint enforcement operations.
- Most participants consider their tactics to have been successful in the main, which they reported measuring by looking at whether the number of calls from residents and businesses reduces, as well as identifying trends via mapping software, crime statistics and intelligence. However, there was no evidence of robust outcome based analysis or research and a few were slightly more reserved in their judgements, reasoning it will take time to implement and identify the impact of long-term projects.
- One officer considered it *"idealistic"* to expect the Police Now recruits to make a significant impact in the space of only two years, and that in order to reduce crime on a larger, more long-term basis the Government needs to invest money in community initiatives; for example, the participant explained that *"there is nothing for young people to do"* in their local area and that without additional help and support in tackling the root cause of crime and ASB, there is only so much the police can do.
- When asked about whether they have encountered issues around public confidence in the police, responses differed largely between individuals and wards. Those who had come across negativity or lack of trust explained that this was due to: persistent issues with no long-term solutions in place, which have led residents to question whether the police are 'doing enough'; a 'general dislike' of the police in some wards; language and racial barriers between the public and police; and a perception that there is insufficient police presence in some areas.
- When participants were asked how they try to build public confidence in their ward, most of their approaches are seemingly focused around increased communication and interaction with victims, hard-to-reach groups and general residents via various methods (face-to-face meetings, follow-up phone calls and social media).

Line managers

- Most line managers interviewed felt their officers' proactivity has had a positive impact on their communities through a reduction in, for example, drug dealing and ASB. Examples of how officers have helped make a difference include: arranging and executing warrants; engaging with the public, hard-to-reach groups and local organisations; and using MPS software and intelligence.

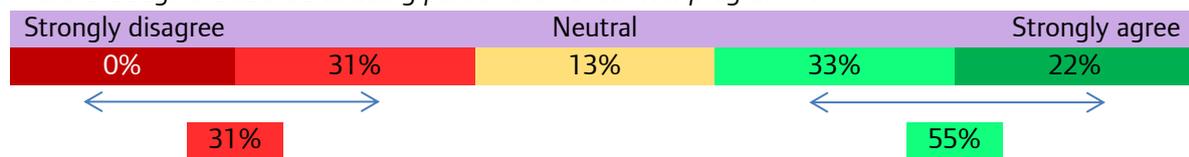
- However, some others explained that after only six months as a DWO, their officers are still learning the role and it is therefore too soon for them to have made much of an impact on their community. Furthermore, several line managers described the difficulties involved in measuring Police Now officers' community impact because there are no official methods of quantifying or determining public confidence that can be attributed back to a particular DWO. As such, the main methods used to evaluate individual officers' influence are: feedback from colleagues, people in the community, social media and ward panel meetings; the number of complaints about certain issues; and community confidence and satisfaction surveys

Stigma and Acceptance

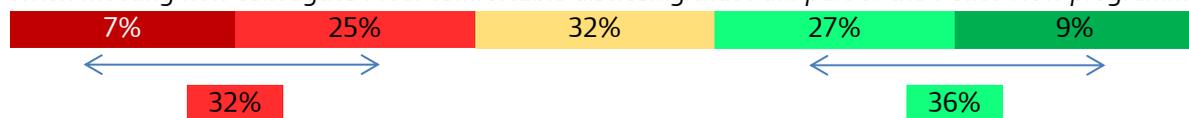
Participants

- Of the cohort, **55%** (n=25) reported feeling a stigma attached to being part of the Police Now programme and **49%** (n=22) reported feeling uncomfortable disclosing being part of the programme when meeting new colleagues.

There is a stigma attached to being part of the Police Now programme



When meeting new colleagues I feel comfortable disclosing that I am part of the Police Now programme

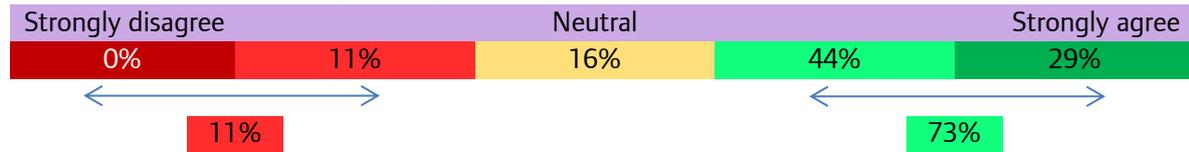


- Interviews with Police Now participants indicated they thought a lack of awareness and incorrect assumptions about the Police Now scheme was the cause of the stigma they had experienced, though they also explained there are more general prejudices towards MPS graduate schemes.

I think it's because people aren't fully aware of what it is; they think it's a high potential scheme and we'll be promoted in six months.

- Those who had not felt stigma suggested either that their team knew nothing about the Police Now scheme, which meant they had been treated in the same way as other probationers, or that their colleagues were more open-minded and accepting of them.
- Despite participants feeling some stigma associated with being part of Police Now, the majority of participants (**73%**; n=33) feel they have been accepted by colleagues on their borough. In the interviews, a few participants explained they had been prepared for negative reactions but were surprised how welcoming and helpful their team has been.
- Furthermore, the majority of participants (**71%**; n=32) feel they are treated with respect by colleagues on their borough. However, this finding suggests that nearly **one third** of participants do not agree they are treated with respect by colleagues.

I feel I have been accepted by colleagues on my borough



- When participants were asked whether the way they are treated differs to officers not on the Police Now scheme, only 5 of the 22 officers interviewed agreed. They reported that managers and superiors can have higher expectations of them and sometimes offer them more opportunities and responsibility than others.

There's a lot of expectation; a lot of people want the scheme to succeed and are watching us closely just in case it doesn't, so there is a bit more pressure.

Syndicate leads

- Interviews with syndicate leads indicated they agreed there is often a burden of expectation and resentment towards those on any positive action/high potential scheme like Police Now. They stated the stigmas are usually attached to the graduates themselves and not just the schemes.
- Syndicate leads believe a lot of the stigma Police Now participants will face will be as a result of misconceptions about the scheme; for example, that it is an accelerated promotion scheme. Once people understand what the scheme is (and what is not), syndicate leads believe participants will have no problems being accepted.
- Respondents also talked about the need for Police Now participants to be proactive in challenging stigma.

Stigma is unavoidable, they will get labelled... Overall, it will make a difference in the first hour. If they excel and show people around them they are competent, then that will be it.

- According to the syndicate leads, the syndicate structure was designed to increase resilience towards stigmatisation and enable the participants to better cope with the pressures of their new role. Consistent with this idea, fewer Police Now participants (although still over half) reported feeling a stigma compared to the 2013 Police Officer Graduate Entry Programme cohort: **73%** of this cohort reported feeling a stigma attached to being part of a graduate scheme (see Figure 7). This finding suggests the syndicate structure—or some other feature of the scheme—may be protecting Police Now participants from experiencing a higher level of stigmatisation. Although these findings are promising, there are still many challenges to overcome in relation to the integration of historically minority officer groups (i.e., black and minority ethnic officers, females and university educated officers).

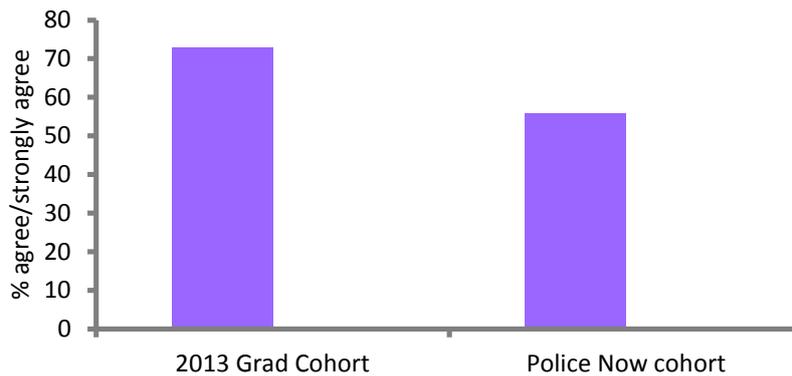


Figure 7. There is a stigma attached to being part of the [Graduate/Police Now] programme

Line managers

- Line managers described mixed reactions from within their teams to a Police Now recruit joining them. They described some initial scepticism due to: a lack of awareness of the difference between Police Now and other similar schemes; current and established DWOs either losing their role to Police Now officers or being required to share a previous standalone job; a perception of too many probationers being introduced into the MPS at the expense of more experienced staff; and doubt as to whether having a university degree would make a difference to someone’s policing skills.

The general feeling was ‘oh here we go; another of these schemes’. That was definitely the most general view, people thinking they’re going to be leap-frogged. I’ve had to point out to people that it isn’t a fast-track scheme.

- Positively, many of the initial negative reactions from existing team members were quickly overcome once the Police Now officers arrived on their wards. Furthermore, almost all line managers felt that their Police Now officer is integrating well into their team, describing them as “popular” and “well-liked”.
- Although several line managers did not perceive any differences in the way Police Now officers are treated compared to others within the MPS, some felt that management has higher expectations of them, and that they can have a difficult time living up to these.
- More generally, there was a sense that Police Now officers are treated more favourably than those on similar graduate schemes, mainly due to the programme not having a ‘fast track’ element to it.

Experience of the Organisation

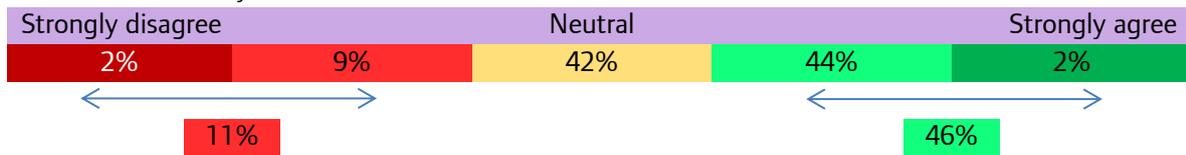
Their team

Participants

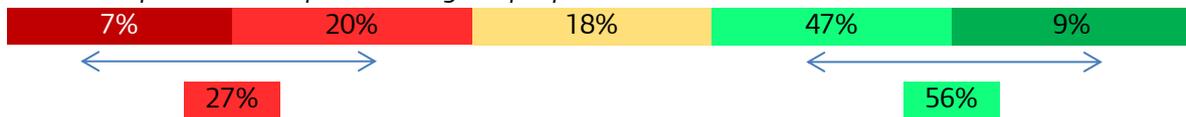
- Police Now participants were asked to describe their team in three words. The most common words reported were “supportive” and “dedicated”; however, “unmotivated” was also notable for its relative frequency.
- The majority of participants thought the work of their team is distributed fairly with many praising both their line manager and colleagues for their support and work ethic.

- However, some explained that while they are generally satisfied with how work is allocated, there are some issues in terms of workload sharing within their team. Some participants reported that: work is not always proactively delegated and responsibility falls on individuals to volunteer for tasks; being allocated general policing tasks results in DWOs having to balance these with their community role; DWOs are allocated more administrative tasks than others on their teams; DWOs have more responsibilities and therefore naturally have larger workloads.
- Discouragingly, only **46%** (n=21) feel they are rewarded fairly for the work they do and only **56%** (n=25) feel there is a positive atmosphere among the people they work with.

I am rewarded fairly for the work that I do



There is a positive atmosphere among the people I work with



Resources and equipment

- Furthermore, only **38%** (n=17) reported having access to the resources and equipment needed to do their job. When further questioned about resources and equipment in the interviews, participants explained there is at least one resource or piece of equipment they require to do their job that they currently do not have access to. Sufficient IT equipment and police cars were the main reported issues, as well as ward mobiles, harnesses, body-worn video cameras, crime scene cameras, SmartWater, iPads, and mobile fingerprinting devices

Leadership and support

Participants

- Of the cohort, **65%** (n=29) stated they had confidence in their own local senior leadership team, **two thirds** of participants (n=30) agreed that the values of the MPS are reflected in the behaviour of their local senior leadership team and **76%** (n=34) agreed that managers on their borough treat all staff fairly, regardless of their background.
- Furthermore, **73%** (n=33) reported being satisfied with the level of leadership and support they receive from their line manager, yet only **44%** (n=20) reported receiving regular and constructive feedback from their line manager on their performance.
- When interviewed, most participants were very positive and complimentary about the support and training they have received from their line manager: they generally considered them approachable, helpful and encouraging, as well as being proactive in arranging support and training.

I have a lot of ongoing support, day-to-day support; I have a very hands-on line manager who made the transition into the real aspects of the job very easy. My line manager has asked me what I want to do going forward and things have been put in place to help me with my development.

- Conversely, some participants felt the training and support provided by their line manager has lacked because of: a lack of actively-provided training and development opportunities; the unavailability of line managers due to workloads, differing shift patterns, long-term sickness and holidays; and line managers' lack of awareness of the Police Now scheme and additional tasks.

It seems to be so much led by yourself, which is a bit poor really considering you're new and you've no idea what sort of training you should go on. I get enough day-to-day support, but training and long-term development not so much.

- Nearly all participants felt they would benefit from more on-going training to improve their policing skills, including: more practical experience such as response and street training, training in-line with that received by other probationers such as Hydra, additional in-depth DWO training, and training on MPS-specific systems and processes.
- In terms of the training and support offered by Police Now since the Summer Academy ended, officers were typically positive about the ongoing support they have received: many are still in contact with their syndicate lead and regularly use the WhatsApp and Facebook groups to seek advice and assistance. They also considered the Police Now team to be very responsive when contacted – although it was said that the leadership team's primary focus is now the second cohort of recruits, which has left some participants feeling neglected in terms of the level of support and development provided.

Line managers

- From a line manager perspective, the majority had no involvement with Police Now prior to being tasked with becoming a line manager, but the majority said they felt at least partially prepared to act as a line manager to a Police Now officer, mainly due to their previous experience in line management. However, 9 of the 25 line managers said they did not feel prepared to act as a line manager to their Police Now officer, mainly because they did not receive enough (or relevant) information about the scheme.

I don't think we got a particularly great deal of input about the programme. We had to read up on it and make our own judgements, which is not always a good thing if I'm honest. There were no seminars or presentations about the programme.

- Overall it was felt that more face-to-face and interactive meetings would have been helpful in developing line managers' understanding of the Police Now scheme and how to support their officer. Comments from Police Now suggested line managers and boroughs were offered opportunities to gain further information about the scheme through a number of briefings, including face-to-face meetings, but uptake was low.
- The majority of line managers reported being in regular contact with their Police Now officers via informal daily conversations rather than official meetings. Most considered this to be the most appropriate approach, although one line manager commented they should have 'proper' meetings more often, but talked about the difficulties in

scheduling these around busy workloads. Other line managers reported sitting down ‘properly’ with their officer around once a week and a similar proportion meet on a monthly basis.

Wellbeing

Participants

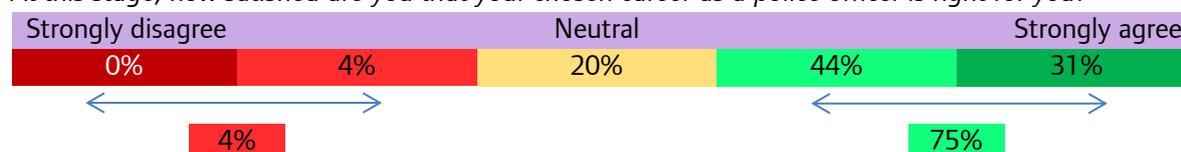
- Only **51%** (n=23) of participants in TS2 stated they achieve a good balance between their work and private life. Wellbeing was further explored in the interviews with participants. Participants were asked to rate how often they experienced a number of positive and negative emotions. Of the positive emotions listed, “*happiness*” was experienced most often and “*feeling like you are making a difference*” least often. Of the more negative emotions, “*fear*” had been experienced least, while “*thinking about work outside of work hours*” was rated highest most often. It should also be noted that 9 of the 22 officers interviewed said they had felt stressed at work in the last week.
- Participants’ main coping strategies for dealing with stress include: healthy eating and exercise; spending time with family and friends; and talking to colleagues. Encouragingly, most felt they have access to enough emotional support from their colleagues, friends and family; however, a few would like the MPS to be more proactive in urging people to seek support if they require it.

Job Satisfaction and Career Aspirations

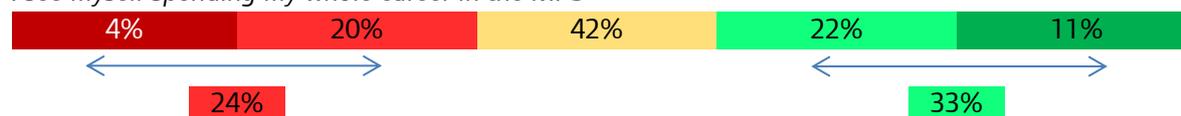
Participants

- According to TS2, **75%** of participants (n=34) reported being satisfied that their chosen career as a police officer is right for them. Significantly fewer female participants (**70%**; n=14) reported job satisfaction compared to the male participants (**84%**; n=21)¹³.
- However, only **33%** of participants (n=15) reported seeing themselves as spending their whole career in the MPS: a significant decrease from TS1 where almost **two-thirds** of participants saw themselves as spending their whole career in the MPS¹⁴.

At this stage, how satisfied are you that your chosen career as a police officer is right for you?



I see myself spending my whole career in the MPS



- When the cohort was asked about their aspirations for their future career as a police officer, **42%** (n=19) stated they wanted to hold a specialist role (e.g., protection,

¹³ According to an independent samples t-test, $t(43) = 2.43, p = .019, 95\% \text{ CI } [.10, 1.06], d = .74$.

¹⁴ According to a paired samples t-test, $t(43) = -4.45, p < .001, 95\% \text{ CI } [-.82, -.30], d = .82$.

- firearms, dog handler), **31%** (n=14) a detective role, and **11%** (n=5) aspired to work in a senior leadership role (Superintendent or above).
- Interestingly, in contrast to Tracker Survey 1 (TS1), fewer participants in TS2 aspired to work in a senior leadership role (a **56% decrease**) and more participants aspired to hold a specialist role (a **50% increase**).
- Furthermore, more participants in TS2 stated it was their intention to complete the two year Police Now programme and move on to a career outside of policing (**6% to 9%**).

Attitudes toward the MPS and Policing

The MPS and Policing in London

- Participants' attitudes towards the MPS were mostly positive: **75%** (n=34) agreed the MPS is a good organisation to work for, **80%** (n=36) felt a sense of loyalty to the MPS, **93%** (n=42) stated they are proud to work for the MPS, **64%** of participants (n=29) stated it is clear to them what the organisational goals of the MPS are, and **73%** (n=33) stated they had confidence in the leadership provided by senior leaders in the MPS.
- Participants were asked for their views on the key skills and personality characteristics required to be a police officer in London. "*Communication*", "*empathy*", "*positivity*", "*resilience*", "*perseverance*" and "*calmness*" were considered the most important skills.
- The majority of participants said that *most* of the skills they listed are the same as those required outside London. However, "*determination*", "*open-mindedness*", "*resilience*" and "*patience*" were considered to be especially important for policing in the MPS due to the city's size, crime levels and diversity.
- Most participants (19 of the 22 participants interviewed) said that they do see their listed key skills within policing in London at present; they have mainly observed these being used by their colleagues. However, some officers explained that despite seeing these key skills within policing *on the whole*, they do not apply to everyone across the MPS.

It depends on the police officer. Some are helpful, happy to take any kind of call, whereas others have been in the service for years and are counting down the days to retirement and don't want to take on anything an hour before their shift ends.

- Furthermore, a minority of participants specified some key skills that are apparently lacking within the MPS, namely diversity, positivity, helpfulness and communication.

Policing and serving the public

- Existing longitudinal research tracking the job attitudes of police recruits over time—including the research conducted by Evidence and Insight into the 2013 Graduate Entry Programme¹⁵—has shown that officers' attitudes toward policing tend to decline the longer they are exposed to the police working environment.^{vi} Consistent with this research, there has been a decline in some attitudes since the Police Now cohort finished their training and began their roles as DWOs.

¹⁵ The most recent findings from this research are presented in Report 1.

- Compared to TS1, more participants (**7% - 18%**) in TS2 agreed that customer service should *not* be a big part of a police officer’s job and fewer participants (**94% - 87%**) agreed that officers should treat everyone with the same level of respect regardless of how they behave towards the police.¹⁶
- Interestingly, since beginning their roles as police officers, participants reported being *less* confident (**75% - 65%**) of receiving a good service if contacting the MPS as a member of the public.¹⁷
- Fewer participants (**88% - 78%**) agreed in TS2 that it is important the MPS workforce ‘looks and feels’ like the diverse community that it services.¹⁸
- However, some attitudes toward policing and the public remained unchanged. For example, almost all participants in both surveys disagreed with the statements: “*Good police-community relations has no effect on the crime-rate*”, “*Neighbourhood policing is not ‘real’ policing*”, and “*Some victims of crime are more deserving of a good service than others*” (see Table 1).¹⁹
- Despite some declines in attitudes, the attitudes of Police Now participants are still far more positive than MPS staff overall. For example, whereas **65%** of Police Now participants agreed in TS2 that they would be confident of receiving a good service if contacting the MPS as a member of the public, only **28%** of all MPS staff agreed with this statement.^{vii} In addition, in the most recent survey with the 2013 Graduate Entry Programme cohort, only **45%** agreed with this statement after 2 years on the job.
- However, when isolating MPS staff with similar levels of service to the Police Now participants (i.e., less than 6 months), a greater proportion of MPS staff (**78%**) were confident of receiving a good service compared to the Police Now participants (**65%**).

Table 1. Attitudes toward policing and serving the public

Question	Tracker Survey 1 (n=69)	Tracker Survey 2 (n=45)	% change
Being concerned about customer service should not be a big part of a police officer’s job	7.2%	17.7%	10.5%
Officers should treat everyone with the same level of respect regardless of how they behave towards the police	94.2%	86.6%	-7.6%
If I contact the MPS as a member of the public, I would be confident of receiving a good service	75.4%	64.5%	-10.9%
It is important that the MPS workforce ‘looks and feels’ like the diverse communities that it serves	88.4%	77.7%	-10.7%
Good police-community relations has no effect on the crime rate	2.9%	4.4%	1.5%
Neighbourhood policing is not ‘real’ policing	2.8%	0%	-2.8%
Some victims of crime are more deserving of a good service than others	2.9%	2.2%	-0.7%
There is no point in officers trying to convince some communities in London that the police can be trusted	0%	2.2%	2.2%

Note: figures represent % strongly agree/agree

¹⁶ Neither difference was significant: $t(44) = 1.96, p = .057, 95\% \text{ CI} = -.00, .27, d = .59$; $t(44) = -1.43, p = .160, 95\% \text{ CI} = -.21, .04, d = .43$.

¹⁷ The difference was non-significant: $t(44) = -1.27, p = .209, 95\% \text{ CI} = -.23, .05, d = .38$.

¹⁸ The difference was nearing significance: $t(44) = -1.95, p = .058, 95\% \text{ CI} = -.23, .00, d = .59$

¹⁹ All differences were non-significant.

Overall thoughts on Police Now

Participants

- Overall, findings from the survey and interviews suggest participants were very satisfied with the Police Now scheme: **95%** of participants would encourage other graduates to join the scheme, **82%** talk positively about Police Now when they speak to other people, **82%** stated they feel a sense of loyalty to Police Now, and **89%** feel they have a strong bond with their fellow Police Now colleagues²⁰.
- Furthermore, **86%** of participants stated they understand what the goals of Police Now are and **all** participants agreed the Police Now team are working hard to make the programme a success.
- These findings are in contrast to survey findings from the Police Officer Graduate Entry Programme in 2013. Of these recruits, **50%** were dissatisfied with the quality of training received during their time with the MPS, and only **59%** would encourage other graduates to join the scheme. A lack of communication, poor information provision and an alleged failure to meet programme expectations were commonly cited concerns of this cohort.
- The vast majority of participants considered Police Now to be the most effective method of recruiting graduate staff, mainly because they felt it: is well-structured; attracts high calibre people who would not otherwise have considered a career in policing; is more acceptable to other officers than schemes such as Fast Track; provides opportunities for development not available to other probationers; and offers recruits an excellent role.

A large part of its effectiveness is how structured it is, and how the ongoing focus is on the cohort. The usual route to joining the police involves a large volume of intakes which makes it hard to monitor people's performance, whereas our programme means this is a possibility. We very much have access to the tools we need to progress our career.

- Some others, although complimentary about the scheme in general, did not consider it to be the most effective method of recruiting graduate staff, mainly because they did not feel being a DWO has given them sufficient experience in wider policing and has, for this reason, hindered their development.

I think it is an effective way but think they need to make some changes; I don't think being in this neighbourhood role for two years is the most effective thing; there are so many things in policing and only experiencing one part is not enough.

- In terms of whether or not policing will benefit from Police Now in the long-term, most participants felt it would insofar as the scheme attracts people who bring enthusiasm, innovative thinking, proactivity and the right attitude to the DWO role.

Syndicate leads

- Syndicate leads were also highly positive about the scheme overall. They reported the Police Now scheme challenges the well-grounded assumptions that policing is a 'job for life' by giving participants the option and flexibility to leave after two years. Because of

²⁰ Significantly more female participants reported having a strong bond with their fellow Police Now colleagues compared to male participants, $t(43) = -2.36, p = .023, 95\% \text{ CI } [-.99, -.08], d = .72$; and significantly fewer females would encourage other graduates to join the scheme, $t(43) = 2.30, p = .026, 95\% \text{ CI } [.06, .89], d = .70$.

this flexibility, Police Now attracts people who have never considered a career in policing before, who are intelligent and who have energy and new ideas. Syndicate leads and the operations team reported that these aspects mean the Police Now scheme has the potential to change policing culture and create a more diverse workforce.

Police Now is a good start at challenging people's views. People need to get the idea that it isn't necessarily a 35 year profession.

Line managers

- Many line managers were also positive about the scheme overall. Those with a good overall opinion of Police Now felt this way mainly because of their positive experience with their Police Now officer, while others praised the training, support and career the programme offers, as well as the type of people being recruited.

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

- Furthermore, line managers' experiences of line managing their Police Now officer has been overwhelmingly positive, with the majority commenting on how impressed they are with their: enthusiasm, keenness to learn, proactive attitude, innovative thinking, intelligence and commitment. They variously described their experience as "thoroughly enjoyable", "an amazing experience", "an absolute delight" and "a positive experience".
- However, the most frequent criticism of the scheme was around the two-year timescale of the programme and the fact that officers are free to leave the Service after this time. This, it was felt, could lead to the loss of talented, promising members of staff (and would represent a waste of the resources taken to train them).

I am concerned it's only a two-year scheme; seems a shame to put time and effort into them for them to leave. I know they can go out into the community afterwards but it takes so much input and people are exhausted as it is without more staff to train.

- In terms of whether policing will benefit from the Police Now scheme in the long-term, many of the 25 line managers thought it would because it: represents improved recruitment and training of the 'right' people; strives to bring continuity to the DWO role; and provides an important focus on the community side of policing. Furthermore, the positive experiences most have had with their Police Now officer have made them feel very hopeful for the future of the programme.
- However, a significant minority of participants were uncertain about the long-term benefits of the scheme, with several again reiterating that its two year timescale could lead to the loss of talented police officers from the MPS.
- Finally, a number of line managers were concerned that participants' expectations of their role and what they could achieve have not matched the realities of the organisation. It was felt that this disconnection between expectation and reality could impact on their experience of policing and result in many of them leaving the Service.

4. Discussion

Summary and Conclusion

In summary, the experiences of the first cohort of Police Now participants suggest the Summer Academy training was well-received. The enthusiasm and energy of the trainers, the quality of the material presented, and the strong bond created among participants were common themes throughout the surveys and interviews. In addition, there was general positivity from participants, syndicate leads and line managers around the concept of Police Now and most respondents thought policing would benefit from the scheme in the long-term, most notably because it is attracting the 'right' people to the role.

The findings presented in this report suggest some recommendations for future roll-outs of Police Now. Firstly, to avoid stigma and misconceptions, clarity around the scheme is needed. In particular, it should distance itself from being labelled or assumed to be a 'high potential/fast track' scheme. Externally, syndicate leads and the operations team were positive about the marketing of the scheme and were confident they attracted the right graduates to the programme. Internally, more information and clarity is needed for line managers and the wider team receiving Police Now officers. In particular, some participants reported that their team did not know about the scheme or what the immersion period was meant to achieve, and some participants reported feeling like they had to convince their colleagues they were competent. Line managers agreed that more information about the scheme would have helped them better prepare for their officer's arrival. They also suggested it would have helped reduce stigma and increased their team's initial acceptance of the officer.

Another area for improvement is ensuring consistency in participants' opportunities to learn during the 28 day immersion period. Participants who had a mentor who was unavailable or disinterested in mentoring them reported that their learning was impeded. More focus should be placed on ensuring DWO mentors have adequate training and are motivated to mentor their Police Now participant.

Thirdly, although both participants and syndicate leads reported many benefits to the intensity of the Summer Academy, the length and timing of the training was also mentioned as an area for improvement. Specifically, participants thought that more time could be spent on field-training and the Summer Academy could be lengthened to make time for this training. It is possible that a restructure of the Summer Academy could alleviate some of these concerns, while keeping the six week intensity. For example, allocating full days for participants to spend on borough rather than splitting the days between classroom and field training could provide the cohort with the variety of field-training experience they thought was lacking in the Summer Academy.

Syndicate leads also reported timing concerns. In particular, they thought more time was needed to prepare for the delivery of the programme. Whether these concerns are a feature of the first year roll-out is unclear, but clearly ensuring the people delivering the training are adequately prepared is essential. Interviews with syndicate leads and comments from

participants also suggested a review of certain topics should be undertaken. For example, syndicate leads suggested more time could be spent on role play exercises to boost confidence. Participants also reported the training could have spent more time on practical skills/role-plays and less time on other areas, such as soft skills

Line managers also thought participants could have benefitted from more training in wider policing skills prior to starting their roles as DWOs. A notable finding from the interviews with participants was that many reported having to get involved in wider policing duties (because of heavy workloads within their team), despite it not being part of the DWO role. This finding suggests the need to ensure the officers are adequately trained to respond to the varied tasks they may be expected to do as part of a team. Further field training and experience of the wider policing role could also help to increase feelings of confidence and preparedness amongst the cohort. The low levels of confidence were a notable finding from the tracker survey, particularly for female officers whose confidence was significantly lower than male officers.

Despite these suggestions for areas of improvement, overall the findings suggest the Police Now scheme is attracting to policing people who are proactive, enthusiastic and who have the potential to make a difference to the organisation and to the field of policing. However, it is important to ensure participants don't lose their enthusiasm, especially when they are faced with a working environment they describe as lacking in resources and low in morale. The survey findings showed that Police Now participants experienced a decline in attitudes after only a few months on the job. The challenge moving forward will be to ensure the first cohort of Police Now officers is well supported as they continue their journey as police officers.

Next Steps in Evaluation

The next stage of the Police Now evaluation will continue to follow the first Police Now cohort as they continue their two year DWO placements. Tracker surveys will monitor participants' attitudes and whether they change over time, and interviews will further explore emerging themes. Interviews and surveys with comparison groups—including non-Police Now DWOs and other MPS recruits—will be undertaken to explore the differences and similarities in Police Now participants' experiences compared to officers who joined the police force through other means. One more interim report and the final evaluation report are scheduled for publication. The details and timescales for these reports are summarised below.

Report 3: Interim Progress/Findings 2 – December 2016

- Update on the progress of the evaluation to this point
- Mini-literature review – previous longitudinal studies of police recruits and the history of graduate recruitment within the police
- Present the emerging findings from the tracker surveys and interviews that will have been completed with the participants and comparison groups to this point, and thus begin to address the following questions: How are the participants' job experiences and attitudes changing over time? How attitudinally similar are the Police Now participants to non-Police Now officers?

- Update on Police Now 2015/16 and the induction of the second cohort of participants.
- Overview of immediate next steps and timescales for remainder of evaluation.

Report 4: Comprehensive Evaluation Report – October 2017

- Background and Context (both in terms of Police Now, the changing British policing landscape, and the current challenges facing police officers' in London)
- Evaluation Design
- Literature Review
- Findings from the interviews conducted with Police Now practitioners, and the line managers and mentors of Police Now participants with regard to programme implementation, delivery and the occupational socialisation of the recruits
- 'About' the Police Now participants (their journey from assessment centre to graduation)
- Findings from the data obtained through the tracker surveys/reflection journals/focus groups and interviews with the Police Now participants and the identified comparison groups: How did the participants' job experiences and attitudes change over the course of the two-year programme? How attitudinally similar are the Police Now participants to non-Police Now officers?
- Case studies of Police Now participants' evidence-based policing assignments, and any measurable impact they might have had on crime and confidence at a local level.
- Findings from any exit interviews completed.
- Findings from survey/interviews conducted with the 'Graduate Partner' organisations.
- Discussion and recommendations.
- Limitations with the study and areas for further research.

References

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