

**POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA**

**Key Decisions**

**Title and Reference – Police Now – Continuation of the Scheme within Northumbria Police through a Multi-year Contract**

**Report of Joscelin Lawson, Director of People and Development**

**(PCC/ 394 /2019)**

**Summary**

The paper builds on the paper presented to JBM on 27 June 2019 and seeks agreement for the continuation of the Police Now scheme in Northumbria Police through a multiyear contract for the period 2020-2022.

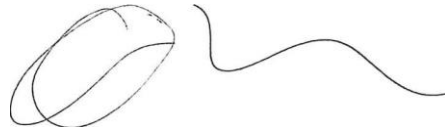
**Recommendation**

Agree for the Force continuing its support for the Police Now scheme beyond cohort 2 (2019) and provide authority to enter into a three year contract of services with Police Now Enterprises Limited in relation to the graduate recruitment and leadership development programme (neighbourhood) to be operated by the provider during 2020, 2021 and 2022.

**Northumbria Police and Crime Commissioner**

I hereby approve the recommendations above.

**Signature**



**Date 22.08.19**

<b>Joint Business Meeting</b>	<b>22 August 2019</b>
<b>Police Now – Continuation of the Scheme within Northumbria Police through a Multi-year Contract</b>	
<b>Report of Joscelin Lawson, Director of People and Development</b>	
<b>Author: Mauricio Alvarez, Talent Acquisition Lead</b>	

**1. PURPOSE**

- 1.1 The purpose of this report is to seek agreement for the continuation of the Police Now scheme in Northumbria Police through a multiyear contract for the period 2020-2022.

**2. RECOMMENDATIONS**

- 2.1 It is recommended members:
1. Note the contents of this report;
  2. Agree for the Force continuing its support for the Police Now scheme beyond cohort 2 (2019);
  3. Provide authority to enter into a three year contract of services with Police Now Enterprises Limited in relation to the graduate recruitment and leadership development programme (neighbourhood) to be operated by the provider during 2020, 2021 and 2022.

**3. BACKGROUND**

- 3.1 This paper builds on the paper presented to JBM on 27 June 2019.
- 3.2 The Police Now programme was implemented in Northumbria Police with a cohort of 18 student officers joining in July 2018 and a further cohort of 21 student officers joining in July 2019.
- 3.3 The methodology, benefits and projected outcomes of the programme are in line with the Force's mission, vision and values. Police Now's underpinning philosophy to transform communities, reduce crime and increase the public's confidence in policing closely align to the Force's operational and strategic aims.
- 3.4 The Police Education and Qualifications Framework (PEQF) continues to transform constable entry routes. Whilst the majority of new entrants over the last decade followed the Initial Police Learning Development Programme (IPLDP), the College of Policing has decommissioned this approach and is steering forces towards the professionalisation of the service. Currently there are four routes available for new constables:
- 3.5 **Police Constable Degree Apprenticeship (PCDA).** Student officers follow a higher level apprenticeship in professional policing practice. This route takes three years with both on and off-the-job learning. On successful completion of the programme, candidates are signed off probation and achieve a degree at level 6. Northumbria started this programme in March 2019.

- 3.6 **Degree Holder Entry Programme (DHEP).** Candidates with a degree in any subject are eligible to join and follow a work-based programme, supported by off-the-job learning. This route normally takes two years, and the candidates learning is recognised through a graduate diploma in professional policing practice on completion of the two year probation period. Northumbria expects to introduce this programme in 2022.
- 3.7 **Police Now** offers an alternative to graduates: it mirrors the principles of DHEP though it delivers initial training in a fast-paced, high intensity format. Candidates are trained with participant forces through a six week summer academy and join forces in Neighbourhood teams. Police Now has now achieved PEQF compliance for this programme through a partnership with the College of Policing and Huddersfield University.
- 3.8 **Pre-join Degree.** For candidates who prefer to study first, the option exists to do a three year degree in professional policing at the candidates’ own expense. Candidates follow a shorter on-the-job training programme once they join. This entry route is undergoing its early stages of development nationally with local higher education providers (Northumbria University and Teesside University) only recently having become licensed to offer the programme from 2019. As it is a three year course, the first candidates joining through this route will not emerge before 2022/2023.

**Recruitment Plans 2020-2023**

- 3.9 The projected officer recruitment requirement for the next three years is currently 470 new student officers (April 2020 – March 2023). This excludes any potential changes in recruitment that the recently announced national uplift may bring to Northumbria.
- 3.10 The Police Now programme enriches the front line mix by providing a small proportion of graduates who go directly into neighbourhood roles. It is expected Police Now will supply at least 60 (12.7%) new entrants across the period. Table I provides an overview of the full officer recruitment plan for 2020-2023.

Entry routes	2019/2020	Planned recruitment routes 2020/2023				
		2020/2021	2021/2022	2022/2023	Total in 3 year period	Proportion
PCDA	190	91	103	94	288	61.3%
DHEP*		20	20	30	70	14.9%
Police Now	21	20	20	20	60	12.8%
Prejoin	-	-	-	TBC	TBC	-
Direct Entry		2	3	3	8	1.7%
Transferees	17	9	10	10	29	6.2%
Rejoiners	7	3	9	3	15	3.2%
<b>Total new recruits per year</b>	<b>235</b>	<b>145</b>	<b>165</b>	<b>160</b>	<b>470</b>	<b>100%</b>

**Table I**

\* The Degree Holder Entry Programme (DHEP) remains subject to further development and levels are indicative at this stage.

**Costs and Value for Money**

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- 3.11 The fee per participant in 2020 is £13,950 including the fees payable to the higher education provider (Huddersfield University). Under a three year agreement fees are further subsidised at £12,950 per officer. The £1,000 difference is paid by Police Now through a sustainability and development grant. The charges made to forces equate to two thirds of the full cost of running the programme, with a third being met through Home Office and corporate partner grants.
- 3.12 The cost of training through Police Now is significantly lower than the cost associated with PCDA, where the fee is £24,000 per student officer. The programme also results in a lower abstraction rate when compared to PCDA or IPLDP. This is achieved as student officers undertake compressed, high intensity training through the summer academy.
- 3.13 Continuing the programme across the next three years with 20 new participants in each year will attract a yearly cost of £279,000. Currently the MTFs includes an allocation of £210,000 for 2020/2021 and £215,000 for 2021/2022 for the Police Now programme. No cost is allocated to 2022/2023 as yet.
- 3.14 Forces taking part in multiyear contracts with Police Now include Cambridgeshire, GMP, The Met, West Midlands and Essex. The extended commitment to the programme allows further reinvestment in recruitment. It allows Police Now to engage with targeted audiences and follow up talent as students reach their last academic year.

## **4. KEY OUTCOMES**

### **Impact on Diversity**

- 4.1 The Police Now programme remains focused on recruiting and developing outstanding and diverse individuals to be leaders on the policing frontline. It targets graduates (through research-based, specialist recruitment) who may have not considered policing as a career. The two Police Now cohorts have attracted participants with value adding skills and attributes, (for example, Chinese and Bulgarian speakers); as well as candidates applying to be posted to rural, hard to fill areas (Berwick). The programme brings wider aspects of diversity further to the more traditional approaches focused solely on ethnicity.
- 4.2 Police Now remains endorsed by the Home Office and the College of Policing. The Home Office has recently allocated additional funding (2018/2019) to support the development of a Police Now Detective programme which started in pilot forces in January 2019. Northumbria remains observant of development in this area to determine whether there will be benefit in taking part in future years.

### **Reception of the Police Now Concept**

- 4.3 The programme has been extremely well received across all three area commands. Participants report high level of satisfaction in relation to their training, their reception locally and the roles they are currently performing.
- 4.4 Interest in the programme continues to grow. The preliminary activities for the 2019 cohort saw an unprecedented response from local supervisors wanting to take part in the pre-academy events through April and May. Police Now officers have proven to be effective independent professionals able to have an impact on neighbourhoods as early as within the first three months of service. This is not fortuitous: the programme is designed so that participants are stretched through their training and induction to

**AGENDA ITEM 2**

deliver tangible, measurable results in the neighbourhoods they join. This is assessed through the 100 day impact events, a formative assessment part of the programme.

- 4.5 A detailed evaluation of the Police Now programme in Northumbria Police is being carried out through a longitudinal study which follows the development and impact of participants across the first two years of service. Preliminary outcomes on the first year will be available in December 2019. The evaluation looks at how the programme impacts on the neighbourhood model and examines the training, capability and operational readiness of Police Now officers.

**5. CONSIDERATIONS**

<b>Report Exemption</b>	<i>Non-exempt</i>
<b>Consultation</b>	<i>Yes, consultation has been undertaken with:</i>
	<ul style="list-style-type: none"> <li>• <i>Area Commands and Heads of Specialist Departments</i></li> <li>• <i>Police Now</i></li> <li>• <i>Finance and Procurement teams</i></li> </ul>
<b>Resource</b>	<i>Yes</i>
	<i>Resources will be provided in conjunction with Area Commands to meet the requirements of the programme, including mentoring and assessment requirements.</i>
<b>Code of Ethics</b>	<i>No</i>
<b>Equality</b>	<i>Yes</i>
	<i>Equality sits at the centre of all recruitment and training activity. The outcomes and recommendations in this paper are in line with the Force’s obligations under the Equality Act.</i>
<b>Legal</b>	<i>No</i>
<b>Risk</b>	<i>Yes</i>
	<p><i>The relationship with Police Now is managed through a commercial contract for services and risks associated with the programme are mitigated by the appropriate management of such contract, ensuring the relevant procurement and project management principles are observed to safeguard the Force.</i></p> <p><i>Police Now will assist the Force in meeting its recruitment requirement. Failing to do this will impact on the Force’s operational capability. This risk has been mitigated by ensuring the Force manages the delivery of new recruits in line with the workforce plan.</i></p>
<b>Communication</b>	<i>Yes</i>
	<i>The continuation of Police Now in force will be underpinned by a range of communication activities involving external and internal marketing, to ensure the programme is understood by all and remains a success in Northumbria. This activity is delivered with the support of Corporate Communications Department.</i>
<b>Evaluation</b>	<i>Yes</i>
	<i>The Police Now programme is being evaluated as the first cohort completes its first year. Initial findings on impact and effectiveness will be presented in December 2019.</i>

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