Police Now Cohort 1
Final Evaluation Report

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MOPAC Evidence and Insight

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

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Executive Summary

About Police Now and the Graduate Leadership Development Programme

Previously incubated in the Metropolitan Police Service (MPS), Police Now became an independent charitable social enterprise in April 2016. Police Now's aim is to "transform communities, reduce crime and increase the public's confidence in policing" by recruiting graduates and placing them on the policing frontline. The Police Now Graduate Leadership Development Programme is an innovative programme that seeks to transform traditional police training, focussing upon recent graduates initially within an intensive 6-week Summer Academy before these new officers are placed in some of the most disadvantaged communities.

The development of Police Now can be understood within the context of a broader development in policing, including the wholesale adoption of neighbourhood policing, the rise of evidence based policing (EBP), improvements to the quality of police training, the recasting of the public as police 'customers' and the materialisation of a new politics of police workforce diversity. Alongside these developments has been the growing acknowledgment that policing should be recognised as a profession of degree level complexity, rather than an occupation or craft.

The MOPAC Police Now Evaluation

A two-year evaluation of the *first cohort* of the Police Now Graduate Leadership Development Programme (henceforth referred to as the 'Police Now programme') has been 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. Using a longitudinal mixed-methods approach, the evaluation had five main objectives: to explore the delivery and processes of the first Police Now programme; to understand how Police Now participants experience the job of policing; to explore Police Now participants' attitudes and how they change over time; to examine participants' willingness to engage in innovative evidence based policing practices; and to measure the indicative impact of the programme on public perceptions and crime. This is the final report of the two-year period.

It is worth noting upfront that findings were shared with Police Now throughout the lifetime of the evaluation that led positively to improvements within the programme. These are acknowledged throughout the report, although it is beyond the remit of the current evaluation to assess such changes upon later cohorts. For interested readers, an evaluation of the *second cohort* is being conducted by academics at UCL and Birkbeck with published products expected mid-late 2018.

The First Police Now Cohort

- The first cohort of Police Now participants included 67 individuals. Almost half of participants in the cohort were female (45%, n=30) and overall 12% (n=8) were from Black, Asian and Minority Ethnic (BAME) groups.
- They joined the MPS in July 2015, completed the Summer Academy in August 2015 and from September 2015 were placed into wards as Dedicated Ward Officers (DWOs). Of the 67 officers who were placed into wards, 55 graduated from the two-year programme.
- Participants were posted in some of the most disadvantaged communities across London, with the majority posted in wards within the top 20% of vulnerable localities.

Key Findings:

The Police Now Summer Academy
- The Police Now participants were highly satisfied with the level and quality of training they received as part of the Summer Academy. The syndicate structure emerged as an important feature, along with the positive learning environment and the quality of visiting fellows. However, the majority of participants thought the Summer Academy was too short and both participants and syndicate leads thought the training should have had a larger focus on the practical aspects of the job and longer, more varied shifts during field training.
- Fewer than half of participants felt prepared to begin their roles as police officers (43%, n=19) and one third felt confident (36%, n=16). However, confidence and preparedness also appeared to be an issue for recruits who joined via the traditional MPS entry route, suggesting it is not a problem unique to the Police Now officers but a wider issue for policing training.
- Overall, satisfaction with the delivery of the Police Now programme was high and the overwhelming majority of participants would encourage other graduates to join the programme.

Life in the Met Police
- After a few months on the job, the majority of participants surveyed felt they had been accepted by colleagues; however, at the same time, around half reported a stigma associated with being part of the Police Now programme and a similar proportion felt uncomfortable disclosing they are part of the programme when meeting new colleagues. Participants and syndicate leads thought part of this was attributable to a lack of awareness and misconceptions about the programme. The proportion of Police Now participants who reported a stigma was lower than previous graduate programmes in the MPS (54% for Police Now vs. 73% for the MPS 2013 Graduate Entry Programme) and it is possible this stigma could reduce in later cohorts once Police Now has had time to embed within the organisation.
- After a few months on the job, participants' satisfaction with their role as a DWO was high and the majority reported being motivated at work. However, consistent with previous research into new police recruits, the officers' job satisfaction and motivation at work declined over time.
- Of concern, the majority of participants felt they were not given the resources needed to do their job and approximately half of participants felt they were not achieving a good work-life balance. These are not Police Now programme related issues but wider issues for the MPS. The Police Now cohort's ratings were also reasonably consistent with other MPS staff with similar lengths of service.

Attitudes Toward the MPS and Serving the Public
- Although participants started their jobs with positive attitudes toward the MPS, over time, these attitudes declined. After almost two years working for the MPS, around one third of participants were confident of receiving a good service if they contacted the MPS as a member of the public compared to 75% at the start of the programme. This decline is not unique to Police Now participants and reflects overall findings from the MPS Staff Survey where satisfaction with the organisation decreases as service length increases. Overall, Police Now participants expressed more positive attitudes toward the MPS than all MPS staff combined.
- Participants were less likely to want to spend their whole career in the MPS than a sample of other police officers surveyed as part of this evaluation. This finding is consistent with the recruitment model of Police Now - participants are encouraged to use the programme as a platform for developing their leadership career.
- Encouragingly, the Police Now participants demonstrated a strong orientation toward serving the public and neighbourhood policing. Nearly all participants agreed that customer service was an

important part of a police officer's role and that all members of the public should be treated with respect. A comparison of the Police Now cohort with other police officers showed Police Now participants held more favourable views toward serving the public.

Evidence Based Policing Practices

- Police Now participants appeared to have a good understanding of evidence based policing (EBP) although many participants thought their training did not effectively teach them how to use and apply EBP in their work and a number of participants spoke of the challenges they have faced implementing EBP in their ward.
- The Police Now 100 day impact assessments represent an innovative process through which participants are required to feed back about the work they have done in the preceding 100 days to reduce crime and increase confidence in the police. As far as we know, there is no comparable work in UK policing currently.
- Although these assessments are a move in the right direction, an inspection of the Police Now 'Impact Library' showed a lack of practical use of EBP evident within the assessments. To illustrate, out of a sample of 70 impact assessments, only 6 incorporated any previous learning from the literature and only a third sought to empirically demonstrate success; of these, only 4 used a comparison group. This finding illustrates that more work is required to support officers to practically embed EBP within their roles.

Impact on Public Confidence and Perceptions of the Police and Crime

- Key aims of Police Now are to reduce crime and increase the public's perception of '*how good a job*' the police are doing (i.e., confidence in the police). We explored these outcomes and a number of key drivers of public confidence and other questions related to neighbourhood policing using the MOPAC Public Attitude Survey (PAS) and ward level crime data.
- Based on the total number of PAS respondents, across all the public perception questions explored (including public confidence aka *'how good a job'*), on average, the Police Now wards showed no change in public perceptions in the year subsequent to the programme compared to a matched set of wards. To illustrate, there was a 2% increase in *'how good a job'* people thought the police were doing in Police Now wards compared to a significant 3% increase in comparison wards. This analysis incorporated 2,732 respondents from Police Now wards and 4,218 respondents within *statistically matched* comparison wards.
- Looking deeper, there were inconsistent results. For example, improvements were observed in '*how good a job*' young people (aged 16-24) thought the police were doing in Police Now wards (a significant 15% increase vs. a non-significant 4% increase in comparison wards). However, there were other drivers of public confidence that showed the opposite pattern; for example, there was a significant 11% increase in comparison wards in the proportion of young people who thought the police were '*dealing with the things that matter*' compared to a non-significant 6% increase in Police Now wards. These findings relating to young people are based on relatively small numbers (i.e., 206 young respondents in Police Now wards in the year prior to the programme and 202 in the year after) and preclude firm 'cause and effect' statements on impact.
- Police Now wards had higher crime volumes than comparison wards in the year prior to the programme, potentially revealing a limitation to the matching procedure. None-the-less, there were no differences in crime trends subsequent to the introduction of Police Now; both sets of wards showed comparable increases.

1. Introduction

Police Now is an independent charitable social enterprise whose goal is to "transform communities, reduce crime and increase the public's confidence in policing" by recruiting graduates and placing them on the policing frontline. This report presents findings of a two-year evaluation of the Police Now Graduate Leadership Development Programme in which the first cohort of participants had centre stage. It covers learning around the design, implementation and indicative impact of the Police Now programme. It is worth noting upfront that findings were shared with Police Now throughout the lifetime of the evaluation that led to subsequent improvements within the programme. These are acknowledged within the report, although it is beyond the remit of the current evaluation to assess such changes upon later cohorts. For interested readers, an evaluation of the *second cohort* is being conducted by academics at UCL and Birkbeck with published products expected mid-late 2018. The current report aims to present a major contribution to the policing evidence base, developing knowledge in key areas such as police recruitment, workforce development, police training and police culture.

Background to Police Now - A Changing Policing Landscape

Over recent years, policing has been undergoing a series of changes. These changes include the wholesale adoption of neighbourhood policing practices, the rise of evidence based policing (EBP), improvements to the quality of police training (e.g., following the Neyroud review), the recasting of the public as 'customers' and the materialisation of a new politics of police workforce diversity (i.e., recruiting more black and minority ethnic officers, females and university educated officers).[1] Alongside these changes, there has been a demand for officers to undertake increasingly complex, non-crime related work and a growing recognition that policing is a profession requiring degree level complexity.[2]

Despite this recognition, the police service has faced challenges attracting graduates who continue to have low perceptions of policing as a credible profession. In the UK Graduate Careers Survey (2015),[3] 83% of final-year student job hunters had never considered a career in policing. Notably, despite 75% of students agreeing a career in policing would be a rewarding role, 66% felt it 'would be a waste of my degree'. In terms of making policing a more attractive career path, students were clear that a higher salary would help, coupled with a more clearly defined career path and increased chances of promotion. However, the current financial climate and challenges facing the police service pose a significant challenge in terms of attracting graduates to the police force. Interestingly, the public's perceptions of whether police officers should be educated to degree level are mixed. Out of a sample of 3,195 representative Londoners, 47% thought it was important for police officers to have a degree, but the same proportion (47%) did not think it was important. A further 5% thought it depended on the role.[4]

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[1] Loftus (2009); Neyroud (2011); Paoline (2003)
[2] Karn (2013)
[3] The survey was based on face-to-face interviews with 18,412 final year students studying at thirty leading universities in the UK in February 2015.
[4] From MOPAC's Public Attitude Survey - administered to approximately 12,800 Londoners each year.

To make policing a more attractive option for graduates, flexible recruitment initiatives have emerged that are challenging the idea that policing is a 'job for life' (e.g., Direct Entry schemes). The development of Police Now can be understood within this context. In a survey with final year students, 61% stated the opportunity to join a programme like Police Now would make a career in policing more attractive, acknowledging the appeal of the leadership skills, employability and training the programme would offer them.[5]

Concurrent with the above developments, the College of Policing is establishing the Policing Education Qualifications Framework (PEQF) due for roll-out in September 2018.[6] The PEQF is *"intended to support the development of policing as a profession through the provision of a coherent national approach to raising and recognising educational standards in policing"*.[7] The PEQF is being designed to enable officers to obtain publicly recognised qualifications at the education level relevant to their role. Three entry routes into UK policing are currently being developed for new recruits: an undergraduate Bachelor's degree in Policing, a graduate entry/conversion route for graduates with a degree in something other than policing, and a higher apprenticeship route. As part of the PEQF, the national training curriculum is being given an overhaul to address the shortcomings identified in police officer training in England and Wales.[8]

The Development of Police Now: The First Cohort

Police Now was originally developed by frontline police officers as an innovative, two-year programme putting graduates on the frontline of policing. Commencing in 2015, Police Now takes inspiration from graduate recruitment models in other parts of the public sector; for example, the Teach First programme founded in 2002 and Frontline founded in 2013 (a recruitment scheme for social workers).

Teach First is an independent social enterprise that was established as a new strategy for teacher recruitment in England and Wales. It sought to address the problem of educational disadvantage by recruiting the brightest graduates and placing them into schools within the most challenging environments. Overall, the evidence indicates Teach First has demonstrated a positive impact on GCSE results for pupils in low-income communities. Furthermore, schools in London where Teach First teachers are placed have moved from being the lowest performing in England to the highest performing.[9]

Like Teach First, Police Now aims to address the problem of disadvantage. Neighbourhood policing is *"at the heart of the Police Now model"*.[10] Police Now brings graduates into policing with the purpose of transforming some of the most disadvantaged communities. Initially incubated in the Metropolitan Police Service (MPS), Police Now became an independent

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[5] Furthermore, almost half of the most recent intake of Police Now participants stated they would not have considered a career in policing without Police Now (based on survey data collected by Police Now; see their *Impact Report 2017*)
[6] See http://www.college.police.uk/What-we-do/Learning/Policing-Education-Qualifications-Framework/Pages/Policing-Education-Qualifications-Framework.aspx for more information.
[7] College of Policing, 2016
[8] Neyroud (2011)
[9] Teach First *Our Impact* https://www.teachfirst.org.uk/what-we-do/our-impact
[10] Police Now *Case for Change* (2014)

charitable social enterprise in April 2016 and expanded 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. In 2017 there was a further expansion of the programme and Police Now now works with just under half of the country's police forces.[11]

The Police Now programme encompasses a number of significant innovations in the recruitment, development and deployment of police officers. It differs significantly from existing entry routes into the police force in that participants are recruited as police officers for an initial two-year period. At that point, they have the option to either remain in policing or to leave the police service to pursue a career elsewhere. This progressive recruitment initiative challenges some of the traditional underlying assumptions that policing is a 'job for life'.

The 2015 Police Now Graduate Leadership Development Programme Design

Entry into the 2015 Police Now programme was dependent on participants passing an in-depth recruitment process (see Appendix B) consisting of online testing, a full-day at an assessment centre (including a competency based interview, role plays and presentations), along with passing the standard police tests (e.g., fitness testing, vetting). Successful applicants for the first year of the Police Now programme were then invited to attend a weekend induction in the spring of 2015 (see Figure 1 for the participant journey).
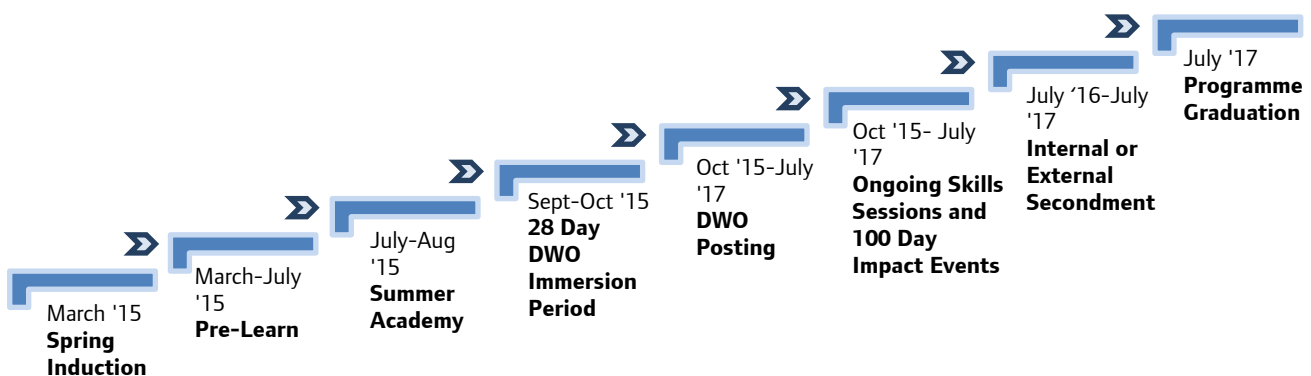
Figure 1. Police Now 'Participant Journey'

Spring Induction

The Spring Induction was a one-day event that provided participants an opportunity to meet their cohort and members of the Police Now team, as well as giving them a taste of what they could expect from the Summer Academy and the two-year programme. The Spring Induction introduced participants to the realities of frontline policing and what they could expect from the police service as an employer.

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[11] The second cohort of Police Now consisted of 108 participants; at the time of writing this report 10 participants had left the programme. The third cohort consisted of 228 participants who completed the Summer Academy in August 2017. These cohorts are beyond the scope of the current evaluation.

Pre-Learn Course

Prior to the Police Now Summer Academy, participants completed a comprehensive pre-learn course. The pre-learn course—written by serving police officers and subject matter experts to complement the Blackstone's Handbook for Policing Students—was designed to ensure participants had all the legal and procedural knowledge needed at the start of the Summer Academy. The pre-learn course was assessed on the first day of the Summer Academy.

The 2015 Summer Academy

The intensive six week long Summer Academy was developed to represent an innovation to police officer training and leadership development and aimed to build on and enhance traditional police training. The Police Now training was based on National Standards (e.g., College of Policing Learning Objectives) and included all mandatory training (e.g., Occupational Safety and Emergency Life Support training) plus additional Police Now training (see Figure 2).

The four specified objectives of the Summer Academy developed by Police Now were:

-   To enable participants to excel at delivering the Police Now aim 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.
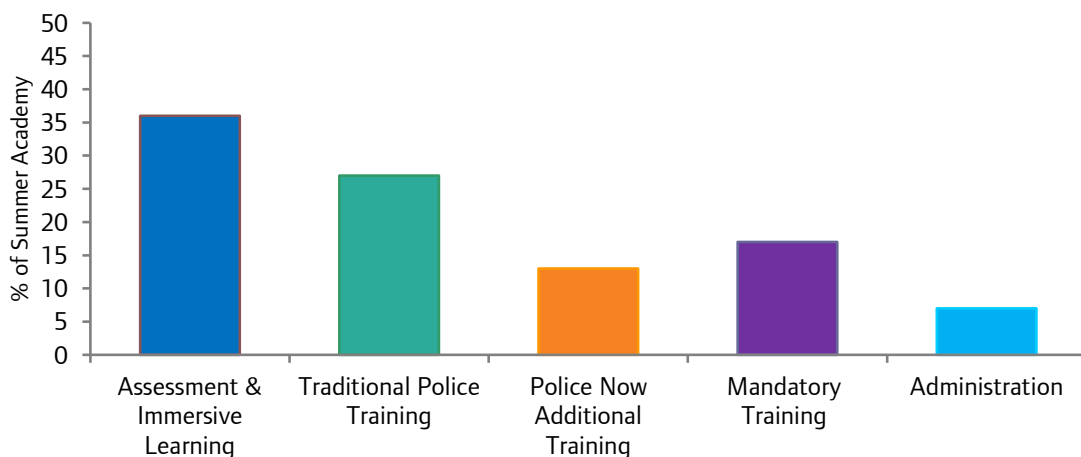
Figure 2. Hours breakdown of the Summer Academy

The Summer Academy delivered in July-August 2015 consisted of a mixture of classroom and practical training and was highly intensive; participants attended 11-hour days over 6 weeks consisting of approximately 300 hours of learning (see Figure 3 for the Summer Academy timetable).[12] Throughout the Summer Academy, visiting fellows drawn from inside and outside of policing delivered lectures, seminars and practical training on their areas of expertise. In the last three weeks of the Summer Academy, participants took part in Borough Field Training to

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[12] Compared to 480 hours in standard entry training.

develop their skills and knowledge in a real life environment. The field training consisted of 15 shifts (5 Emergency Response Patrol Team shifts, 5 Safer Neighbourhood Team shifts and 5 Criminal Investigation Department/Crime Prevention Unit shifts) under the 1:1 supervision of an experienced officer.

Throughout the Summer Academy, participants underwent regular theoretical and practical assessments that meet and exceed current MPS foundation course assessments.

	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 Officer Safety Training/Emergency Life Support and Practical Exercises			Practical Exercises and Borough Field Training Sessions		

Figure 3. Police Now Summer Academy Timetable

The syndicate structure was an integral part of the Summer Academy and the Police Now programme. Police Now participants were broken into 8 syndicates of 8-9 participants led by a Syndicate Lead who was a substantive police officer with recent frontline policing experience (see Figure 4). The syndicate lead's role was to inspire and guide participants through the Summer Academy while also preparing and delivering training content. They were responsible for monitoring participant performance, providing advice, and identifying further development needs. Syndicate leads were also responsible for identifying and responding to individual welfare needs and resolving problems when they arose.

Figure 4. Police Now Summer Academy Staff Structure

The 28 Day DWO Immersion Period

Following the Summer Academy, the 28 day DWO immersion period was 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 were required to complete the Student Officer Record of Competence (SOROC) assessments and were also expected to commence their first 100-day plan for their community (see below).

The Dedicated Ward Officer role

Each ward in London has at least one Dedicated Ward Officer (DWO) who is situated within a Safer Neighbourhood Team (SNT) - led by a Sergeant and comprising two Police Constables and at least three Police Community Support Officers. The DWO role provides a vital link with the community and is solely dedicated to the ward. Other officers within the SNT may work flexibly across a larger area. In the Mayor's 2017-2020 Police and Crime Plan he pledged to increase the number of DWOs to at least two in every ward, acknowledging their important role in engaging with the community.

Two-Year DWO Posting

Throughout the first year, Police Now participants attended training sessions focused on professional policing and their own leadership journey. They were also allocated a mentor to support them and aid their professional development throughout the process.

During year two, participants continued to develop their skills as a police officer. As well as continuing to attend skills sessions throughout the year, participants were also given the opportunity to apply for a secondment either internal to policing or with one of Police Now's 'graduate partner' organisations.[13] The secondment was designed to increase participants' understanding of operational policing in external organisations and broaden their skillsets within and beyond the policing environment.

Participants were also assisted to find a mentor to support their personal development. It was envisaged that these mentors would share their knowledge with the participants and act as a safe forum for any ideas, concerns or questions. With their guidance, participants would be able to identify the best way to develop their careers.

100 Day Impact Assessments

During their two-year postings, participants completed 100 Day Impact Assessments. In these assessments, participants used a range of visualization and presentation techniques (e.g., videos, blogs, oral presentations, posters) to 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 were encouraged to focus on *measurable impact* and to describe

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[13] Participants were able to apply for a secondment with one of the partner organisations during their second year for a period of 2 to 4 weeks. Over 20% of the 2015 cohort successfully completed industry secondments with corporate partners, including KPMG, WPP, the Home Office, National Crime Agency, Accenture and PA Consulting. Approximately half of the 2015 cohort completed internal attachments with specialist crime teams and investigation units.

innovations they had made over the preceding 100 days. Participants fed back their work at Impact Events throughout the two years which were attended by a range of people, including serving police officers, academics, civil servants, charities, and councilors. The work was assessed by Police Now with a set of criteria, including their initiative in taking action, use of evidence based policing, and how they communicated their work. Outside of Police Now, as far as we are aware, no other neighbourhood police officers are held to account in this way. The assessments therefore represent an attempt by Police Now to 'raise the bar' through which officers evidence the impact of their work.

The MOPAC Police Now Evaluation

Evidence and Insight (E&I) are the dedicated analysis and research function within the Mayor's Office for Policing And Crime (MOPAC). The team is an amalgamation of a long-established analysis function within MOPAC and a team of social researchers that moved across from the MPS in 2014. E&I conducted a large-scale two-year evaluation, explicitly focussing upon the first cohort of the Police Now programme, with a priority to achieve a balanced, independent and factual report. The research used a longitudinal mixed-methods approach to explore both the processes and indicative impact of the Police Now programme.

This report pulls together two years of learning and in doing so provides valuable learning for Police Now and wider stakeholders and interested parties, as well as making a significant contribution to the policing evidence-base, developing knowledge in key areas such as police recruitment, workforce development, police training and police culture.

2. Methodology

Evaluation Aims and Objectives

The evaluation of the first Police Now cohort had five key objectives:

1. To explore the delivery and processes of the first Police Now Graduate Leadership Development Programme, particularly focusing on the Summer Academy training and the 28 day DWO immersion period.
2. To understand how Police Now participants experienced the job of policing and the DWO role.
3. To explore how Police Now participants' attitudes changed over time, including their attitudes toward the MPS as an organisation and serving the public.
4. To examine participants' willingness to engage in innovative evidence based policing practices and assess how well the Police Now programme equipped them to be champions of evidence based policing.
5. To measure the indicative impact of Police Now on public perceptions and crime.

Methodology and Data Sources

The evaluation used a longitudinal mixed-methods approach. It combined a number of quantitative and qualitative research methods and drew on several data sources to explore the processes and indicative impact of Police Now (see Figure 5 below for a timeline of the evaluation).
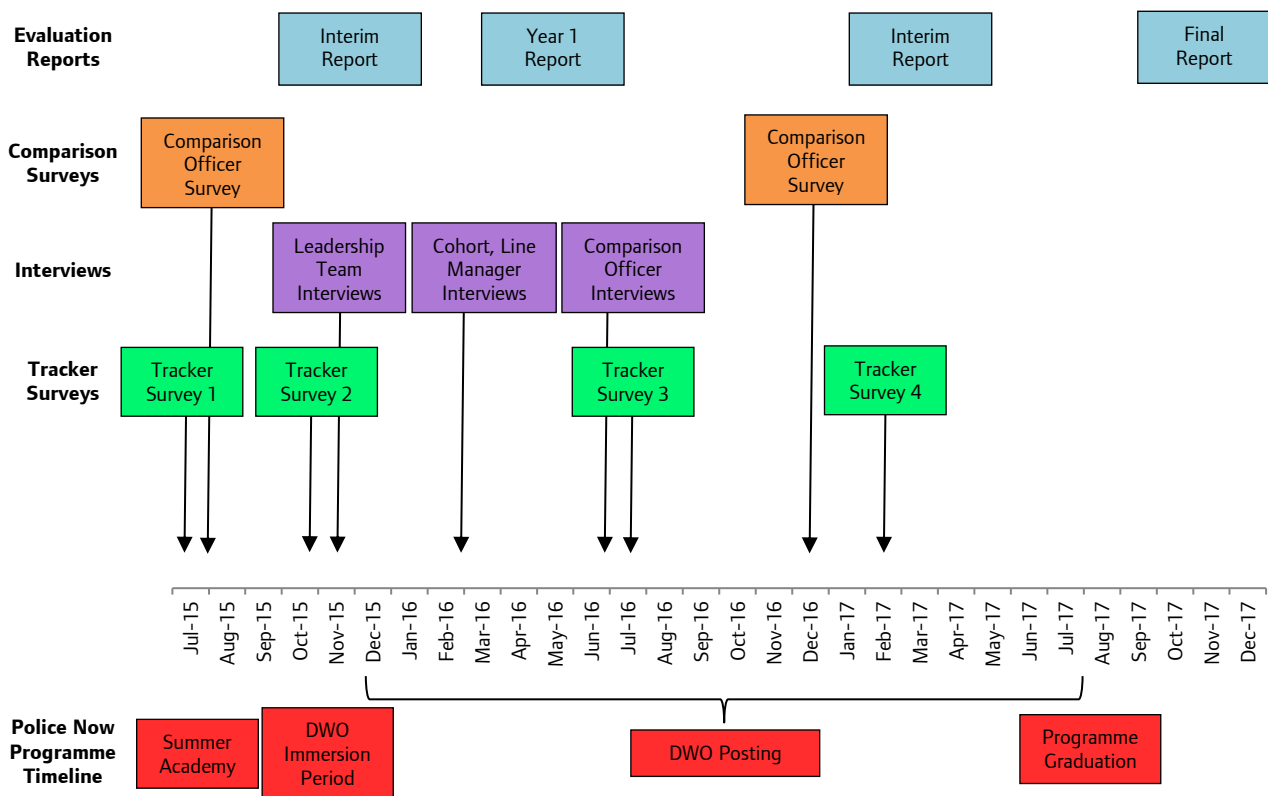

Figure 5. Police Now Evaluation Timeline

Tracker Surveys capturing Police Now officers' views over time

Participant 'tracker surveys' formed the central thread of the feedback loop in this evaluation. The tracker surveys were administered longitudinally to the Police Now cohort to capture how their motivations, job satisfaction and attitudes associated with the police culture and job of policing changed over time. Over the course of the two year programme, a total of four tracker surveys were administered to the participants.

The first tracker survey was administered to the cohort in July 2015 during the induction week at the Summer Academy. The survey was designed to ascertain participants' previous experience of working with or for the police and to measure and benchmark their motivations for joining the police, their career aspirations, their expectations of the MPS as an employer, and their early career attitudes toward service-based policing philosophies. Each participant was provided with a *paper copy* of the survey to complete, which included a cover page outlining the purpose of the survey and ethical considerations (e.g., confidentiality), with a response rate of 100% (n=69).

The second tracker survey was administered in October 2015 (n=45; response rate of 67%), the third in July 2016 (n=38; response rate of 60%), and the fourth in February 2017 (n=23; response rate of 40%).[14] These surveys were completed *online* by participants. They included identical questions to capture change in attitudes over time.[15] An additional section was added to the third tracker survey to capture participants' understanding of—and experience implementing— evidence based policing.

For each tracker survey, participants were emailed a link to complete an online survey and were informed of confidentiality and anonymity. Participants were asked to provide their warrant number so that their experiences and attitudes could be measured longitudinally.

Interviews capturing experiences of Police Now

A total of 18 face-to-face 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), insights 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. Interviews were recorded, transcribed and thematically analysed.

Telephone interviews were 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 surveys.[16] Interviews were conducted in February – March 2016 and lasted approximately 40 minutes each. 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.

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[14] The survey was developed and hosted using the Opinion Research Services (ORS) secure online survey portal. Response rates are adjusted for programme exits.

[15] The online nature of the follow-up tracker surveys may explain the attrition rate in the number of participants completing the follow-up surveys.

[16] These interviews were completed by ORS's qualitative research team.

Lastly, telephone interviews were conducted with a sample of police officers (n=13) who joined the MPS in July 2015 via the 'traditional' entry route.[17] Interviews were completed in June 2016 and lasted approximately 40 minutes each.

Other Surveys

A number of additional surveys were administered to capture the experiences of police officers not on the Police Now programme. An online survey was sent to: (1) the general (i.e., not Police Now) MPS intake from July 2015 (n=111; response rate 31% or n=34); (2) the general MPS intake from July 2016 (n=70; response rate 14% or n=10); and (3) a sample of non-Police Now DWOs (n=113; response rate 27% or n=31).[18] Because of the low numbers completing the surveys, the three comparison groups were combined to give a total sample of 75 police officers (a response rate of 26% from the 294 officers invited to participate): whilst a relatively small sample, it is enough to draw tentative insights and learning.[19]

The evaluation 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., conducted with recruits from the 2013 MPS Graduate Entry Programme and the 2015 MPS staff survey) are also made.

MOPAC's Public Attitude Survey measuring public confidence and perceptions of the police

Part of Police Now's aim is to increase public confidence in the police. Historically, public confidence has been measured using a single question: *How good a job do you think the police in your local area are doing?* Previously, MPS researchers along with academic support developed a 'confidence model' identifying key aspects that influenced *'how good a job'* people thought the police were doing (the two strongest drivers being fair treatment and effective engagement).[20] The present analysis looked at the *'how good a job'* question, but importantly it also assessed a number of the key drivers of public confidence and other questions related to the public's perceptions of neighbourhood policing and the DWO role (see Appendix C for a list of the questions used). These broader questions on public perceptions are arguably more actionable and measurable than the *'how good a job'* question and are all aligned with neighbourhood policing and Police Now's aims.

To explore these areas, data from the MOPAC Public Attitude Survey (PAS) was used.[21] Wards in London where a Police Now officer was posted ('Police Now wards') were compared to a group

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[17] These interviews were completed by ORS's qualitative research team.

[18] 55% (n=17) of DWOs had less than 5 years service, 35% (n=11) had between 5 and 15 years service and 10% (n=3)had more than 15 years service.

[19] Gender and ethnicity information was collected for the 2016 MPS intake and DWOs. Compared to the Police Now cohort, the comparison group included more Males (80% vs. 55%) and BAME (29% vs. 12%) respondents. Along with these differences, there could be other measurable differences between the two groups that we are unable to account for; therefore, any comparisons made should be interpreted with caution.

[20] Stanko & Bradford (2009)

[21] The PAS consists of 12,800 face-to-face interviews with Londoners each year and is representative at the London level. The methodology broadly mirrors the Crime Survey for England And Wales.

of wards without a Police Now officer. The 60 Police Now wards[22] were *statistically matched* to non-Police Now wards using the Vulnerability Localities Profile (VLP).[23] Comparison wards were selected if they were nearest to one of the Police Now wards on the VLP (i.e., wards most similar in their vulnerability score). A total of 91 comparison wards were identified (out of 537 possible comparison wards). The Police Now wards' average VLP score (*M*=130.7) was equivalent to the comparison wards' (*M*=130.3)[24], confirming the success of the matching procedure. The average VLP score was in the top 20% of all wards in London for both the Police Now and comparison ward groups.

PAS data was gathered for these 151 wards (60 Police Now, 91 comparison) from the *year prior* to Police Now (October 2014-September 2015) and the *year subsequent* to the introduction of Police Now (October 2015-September 2016). The total number of respondents for Police Now wards for the year ending September 2015 was 1,450, and 1,282 for the year ending September 2016. The total number of respondents for the comparison wards for the year ending September 2015 was 2,319, and 1,899 for the year ending September 2016.

Crime Data

The same comparison wards were used to explore the impact of Police Now on ward crime levels. Crime data was extracted for the year prior to Police Now (October 2014-September 2015) and the year subsequent to the programme (October 2015-September 2016) for both the Police Now and comparison wards. Total notifiable offences were examined (all offences recorded during the year), along with specific crime types (e.g., robbery, burglary, theft, motor vehicle offences, criminal damage, knife crime). Officially record crime statistics do not capture the large number of crimes that go unreported; however, using official crime data is commonplace in criminal justice research. Future evaluations of Police Now could incorporate unofficial crime data, including information from public surveys (e.g., the Crime Survey of England and Wales) and data from the charity and voluntary sector.

Police Now Impact Library

Police Now's Impact Library is an innovative prototype designed to communicate the work that Police Now participants are doing in their neighbourhoods. The Impact Library showcases participants' 100 day impact assessments and was used in this evaluation to assess participants' levels of implementing effective EBP. A set of criteria was developed to measure the cohort's impact assessments against a variety of evidence based workings (see Appendix D for the coding criteria). For example, the evaluation assessed whether they incorporated *learning from previous research*, whether *a clear problem was identified* through the use of data, whether *success was clearly defined* and *outcomes measured* and whether *caveats were included* in the reporting of

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[22] Two wards had more than one Police Now officer posted. Some participants who exited the programme were included in the analysis because they left the force after the relevant time period.

[23] The Vulnerable Localities Profile is an academic tool developed originally by University College London to explore the relative safety of locations in London at ward level. It integrates data on crime (burglary and criminal damage rates), deprivation (claimant count rate, GCSE scores, average household income), and population and is accessible via the London Landscape: https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/london-landscape. The VLP score used in this report was for the financial year 15/16.

[24] According to an independent samples t-test; *t*(149)=1.98, *p*=.92

the results. A total of 70 impact assessments (65 posters and 5 presentations) were randomly selected to be assessed using the coding scheme.[25] There are a number of important caveats to note up-front here: (1) the purpose of the impact assessments and how they were assessed by Police Now included a wider focus than EBP; (2) we can only go on what was written down by participants on the poster or presentation; and (3) for time considerations, our analysis focussed on predominantly posters rather than presentations, which may mean we are missing more detailed information that may be included in presentations. Despite these caveats, the impact assessment posters remain a key record of the officers' workings and provide valuable insight into their practical use of evidence.

Structure of Report

This report follows the journey of the first cohort of Police Now participants from induction into the Summer Academy through to completion of the two year programme. It starts by introducing the first cohort of participants, including their background and expectations of the programme before exploring the delivery of the programme from the perspective of the participants, their line managers, and syndicate leads. Participants' experiences of being a police officer and their attitudes and motivations are then examined, with a particular emphasis on how their attitudes change over time and how they differ to police officers not on the programme.

The last two sections of the report explore participants' orientation toward and use of EBP and Police Now's indicative impact on public perceptions and crime. Although this report is designed to provide a comprehensive overview of the findings from the evaluation, further detail and additional findings from the research can be found in the three previous interim reports.[26]

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[25] More posters were chosen over presentations purely for ease of analysis and time considerations.
[26] Year 1 report available here: https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac-data-and-research/academic-research.

3. Results

The First Police Now Cohort

Before addressing the five key objectives of the evaluation, this first section introduces the first Police Now cohort, including who they are, where they were posted as police officers across London, their background and motivation for joining the police and their expectations of being a police officer in the MPS.

Who are the first Police Now participants?

The launch of Police Now in 2015 attracted 2,200 registrations of interest and 1,248 applicants.[27] The first cohort of 69 Police Now participants was selected from this applicant pool and joined the MPS in July 2015.

Almost half of the 67 participants who completed the training were female (45%; n=30) and 12% (n=8) were from Black, Asian and Minority Ethnic (BAME) groups (see Figure 6). The proportion of females in the Police Now cohort is larger than the overall proportion of female police officers in the MPS (25%)[28] and the 2013 Police Officer Graduate Entry programme (40%).[29] The proportion of participants from BAME groups is double the proportion of BAME recruits in the 2013 graduate cohort (6%), but similar to the overall proportion of BAME police officers in the MPS (11%). The proportion of BAME officers in the 2016 cohort increased to 20% and the proportion of females increased to 54%.

<div style="text-align:center">

67

Police Now participants[30]

♀

45% female

12%

from a BAME background

</div>
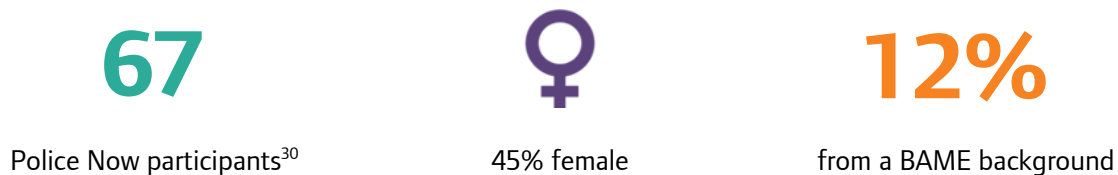
Figure 6. Police Now participant demographics

Police Now Participant Ward Postings

After completing the Summer Academy in September 2015, participants were posted in wards in London as Dedicated Ward Officers (DWOs; see Figure 7 for participant ward postings). The cohort was posted in a total of 15 boroughs across London. Of the 60 Police Now wards, 63% were in the top 20% of the most vulnerable wards in London (according to the Vulnerable

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[27] 17 applicants for every place offered on the 2015 programme. A diverse applicant pool was achieved: 18% BAME and 49% female.

[28] MPS Staff Survey (2015)

[29] Fenn (2014)

[30] 69 participants started the programme but 2 left during the Summer Academy. Over the course of the two year programme, 12 participants exited the Police Now programme and left the MPS. All individuals who exited the programme were invited to take part in an interview about their experiences of the programme; one person took part and therefore these results will not be presented in the report.

Localities Profile), suggesting Police Now has selected wards with some of the most disadvantaged communities in London.[31]
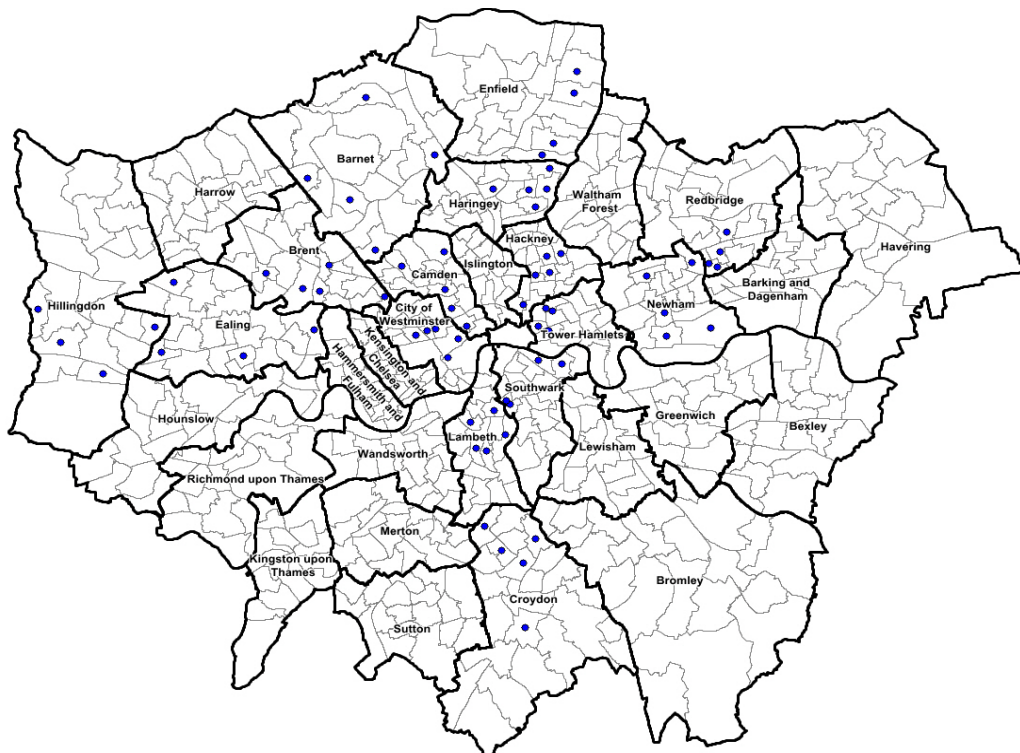
Figure 7. Police Now participant ward postings (August 2015)

Background and motivation for joining the police

In Tracker Survey 1 (TS1), **22%** (n=15) of participants noted they had prior experience of working with or for the police, either as Special Constables, Volunteer Police Cadets, or as a member of Police Staff. Almost one third of participants (**32%**; n=22) had a family member or close friend with experience of working for the police, the majority (**82%**; n=18) as a police officer. These proportions are significantly lower than the MPS 2013 Graduate Entry Programme cohort. In this cohort, **40%** (n=43) had prior experience of working with or for the police and **49%** (n=53) had a family member or close friend with experience.

When asked to select three main reasons for pursuing a career as a police officer, the most common reason for Police Now participants was that it was *'an exciting role'*, (**52%;** n=36). Other common responses were *'the opportunities offered by Police Now'* (**46%**; n=32) and *'a job with variety'* (**33%**; n=23). Encouragingly, *'the opportunity to interact with the public and raise their confidence in the police'* and *'the opportunity to support victims'* were also often mentioned. A sample of comparison officers[32] was also asked why they chose a career in policing. Their most common reason was *'good career progression opportunities'* (**44%**; n=33); this reason was not identified as important for the Police Now officers.

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[31] Wards were selected based on analysis of levels of deprivation across London. Participants were typically placed in neighbourhood teams in areas with the highest rates of deprivation. Where possible, Police Now ensured that participants were posted in boroughs with a group of at least five other participants to develop a sense of bond across the cohort and maximise opportunities for collaborative working.

[32] From the general MPS 2015/2016 intakes and a sample of DWOs (n=75); see methodology.

There was some variation in Police Now participants' aspirations with regard to their future career as a police officer: **29%** (n=20) stated they wanted to hold a detective role; **28%** (n=19) a specialist role (e.g., firearms, protection, dog handler); and **25%** (n=17) a senior leadership role (Superintendent or above). While the Police Now officers' aspirations were varied, the majority of comparison officers aspired to hold a specialist role (**51%**; n=38). Interestingly, only **6%** (n=4) of participants indicated it was their intention to move on to a career outside of policing at the end of the two year Police Now programme.

Expectations of being a police officer in the MPS

Participants' expectations of the MPS as an employer were very high (in TS1). For example, **90%** (n=62) expected the organisation to provide the training needed to do the job and **91%** (n=63) expected the MPS to provide the necessary welfare and support. Furthermore, **91%** (n=63) of participants expected to be treated fairly by the MPS, **87%** (n=60) thought the organisation would be open and honest with them, **88%** (n=61) expected the MPS to recognise their strengths and help them develop, and **87%** (n=60) expected regular feedback on their performance. Almost three quarters (**73%**; n=50) of participants felt the MPS would encourage them to develop innovative solutions to problems; however, **25%** (n=17) reported mixed views.

Respondents were asked to provide a free text answer to the question, *'What do you think are the main challenges that you will face as a new police officer in the MPS?'* The answers to this varied; however, a large proportion cited the challenges they would face working with communities with **low confidence in the police** and others remarked about the **cultural resistance** they might face from other officers as a result of entering the MPS on a graduate programme. Adapting to new situations, learning new policies and procedures, and applying the training were also commonly mentioned.

> *Gaining the trust of groups of people in my ward who have perhaps not historically had confidence in or much interaction with the police*
> *[Police Now participant]*

When considering how being a police officer would impact on other areas of their lives, **99%** (n=68) felt it would positively influence their confidence and assertiveness. Likewise, **99%** (n=68) thought their communication skills would be positively impacted. Of note, **77%** (n=53) felt that being a police officer would have a negative impact on their work-life balance and **78%** (n=54) felt their social life would suffer as a result of being a police officer.

The Delivery of the Police Now Graduate Leadership Development Programme

The next section explores the delivery of the first Police Now programme. Participants were asked to share their experiences of the Summer Academy training, the 28-day DWO immersion period and how prepared they felt to begin their roles as police officers. Syndicate leads also shared their experiences of the programme and suggestions for improvements and participants' line managers reflected on how they thought the training had prepared their officers for the job.

Delivery of the Summer Academy training

Overall, participants were happy and satisfied with the level and quality of training they received at the Summer Academy. **Eighty-nine percent** of respondents to Tracker Survey 2 (TS2; n=40) reported being very or fairly satisfied with the quality of training received and **all** participants (n=45) 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?

Very dissatisfied		Neutral		Very satisfied
0%	2%	9%	62%	27%

2%

89%
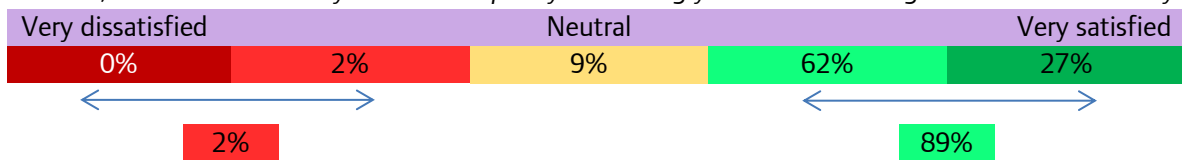
Similarly, the interviews conducted with Police Now participants (n=22) demonstrated very positive views about the quality of the training delivered at the Summer Academy. Syndicate leads and the Police Now operations team were also positive about the training delivered at the Summer Academy. In particular, they commented that the training Police Now offers is far superior to the training they received as new recruits.

What worked well?

The **syndicate structure** (Figure 4) emerged as an important feature of the Summer Academy (see Figure 8 for a word cloud of the most commonly reported words). 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.

The **positive learning environment** was mentioned by many participants. They reported enjoying being surrounded by enthusiastic, interesting, and dynamic frontline officers with expertise in different areas. They also commented on the quality of the visiting fellows.

Participants also reported enjoying the **intensity** of learning more quickly via the six-week Summer Academy and the **field-training** aspect; however, as discussed in the next section, many participants felt they could

have benefited from more field-training prior to starting their roles as DWOs. Finally, participants were particularly positive about the **DWO-specific training** provided, such as soft skills and problem-solving.

Figure 8. Words commonly used by Police Now participants when asked to describe what worked well about the Summer Academy

Consistent with participants' perceptions of what worked well, interviews with the syndicate leads and operations team suggested the syndicate structure worked particularly well, along with the **combination of trainers** (e.g., syndicate leads and visiting fellows with expertise in different subject matters). The combination of practical learning and classroom based exercises was another aspect of the Summer Academy syndicate leads thought worked well.

> *Police Now trainers were proper street cops – they lived and breathed policing [Syndicate Lead]*

What could be improved?

The six-week time period was considered **too intense** for some participants, 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. 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 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.

> *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 [Police Now participant]*

The Summer Academy was too short

Strongly disagree		Neutral		Strongly agree
5%	7%	11%	46%	32%
	12%		77%	
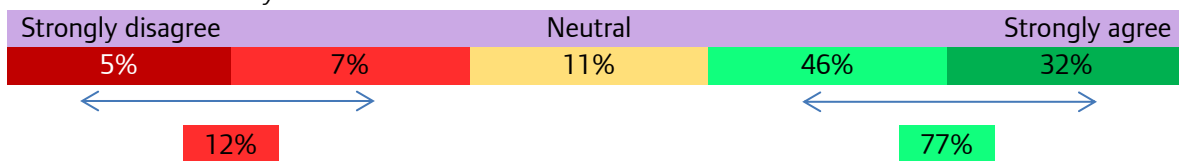
Another suggestion for improvement by the cohort was the **field training** period, including its timing, structure and organisation. Many participants thought the three week field training period was too short to adequately prepare them for the front line. They also thought the field training shifts could have been longer (i.e., full-day) and more varied (i.e., different shift patterns, including nights).

> *I think there needs to be further field training. There simply wasn't enough time to practice key policing skills [Police Now participant]*

In terms of the organisation of the field training, many participants reported their teams apparently knew nothing about the Police Now programme and were unaware 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 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

> *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 [Police Now participant]*

they had been drawn into police work outside of the DWO role because of the heavy workloads of their team.

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 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? [Syndicate Lead]

On the back of this feedback (which was published in the Year 1 Report) a number of improvements were made to the 2016 Summer Academy, including altering the structure of the training to allow for full days on borough as opposed to splitting the days between classroom and field training, and introducing an additional seventh week to the programme. Additionally, the total number of field training hours in the 2016 Summer Academy was 20% higher than in the 2015 timetable.

The 28-Day DWO Immersion Period

Overall, most participants reported they learned a lot from the 28 day DWO immersion period; however, many reported this being a **challenging** time (see Figure 9 for a word cloud of the most commonly reported words). 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.

Figure 9. Words commonly used by Police Now participants when asked how they found the 28-day DWO immersion period

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 [Police Now participant]*

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 [Police Now participant]*

For the second year rollout of the programme, Police Now introduced Leadership Development Officers (LDOs) whose primary role was to coach and support the Police Now participants throughout the two-year programme. Furthermore, more effort was made in 2016 to engage with and motivate participants' mentors and line managers.

Confidence and preparedness

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 confidence. Confidence appeared to be a particular problem for female participants, with significantly fewer females (**20%**; n=4) reporting feeling confident compared to males (**50%**; n=12).[33]

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

Strongly disagree		Neutral		Strongly agree
0%	18%	39%	29%	14%

| 18% | | | 43% | |
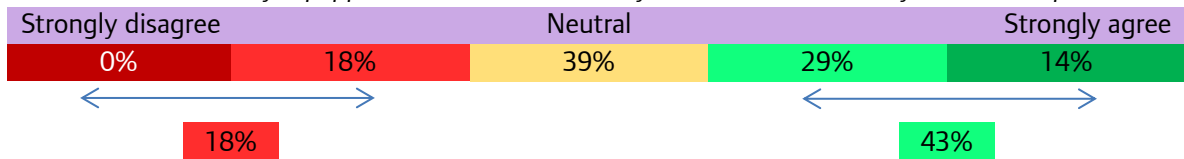
At the end of the Summer Academy I had the necessary confidence to start my career as a police officer

7%	25%	32%	27%	9%

| 32% | | | 36% | |
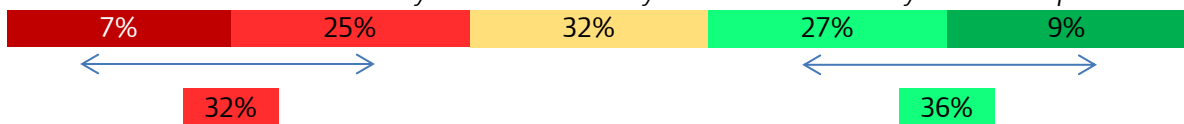
Developing the confidence and knowledge to deal with the varying aspects of being a DWO was a challenge identified by participants. Some put this down to the inevitable nature of starting a new job, while others felt unprepared and lacked knowledge about certain aspects of their role.

A sample of comparison officers (n=13) who joined the MPS through the traditional entry route at the same time as the Police Now cohort were interviewed. The majority of these officers

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

similarly did not feel confident starting their role as police officers and that their training left them feeling unprepared. Lack of confidence is clearly not unique for the Police Now participants, pointing to an important wider issue for police training.

Just over half (**54%**; n=34) of Police Now participants' line managers thought their officers were well prepared for the role.[34] Most line managers thought their officers' abilities were either better than other officers (**47%**; n=30) or just the same as other officers with similar levels of service (**40%**; n=25). Line managers who did not think the training academy had prepared their officers for the role thought the training period was too short to convey proper knowledge about being a DWO and thought there were discrepancies between the real-life DWO role and the one the programme promotes to officers. Furthermore, a lack of general policing experience was identified by line managers as a major challenge.

Positively, the majority of line managers (19 of the 25 line managers interviewed) said their Police Now officers were meeting or exceeding their expectations. The minority of line managers who did not feel their officers were meeting their expectations stated they were anticipating someone with more experience.

> *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…they have to understand the basics of what doing our job is about [Police Now line manager]*

Overall positive feedback about the delivery of the Police Now programme

Overall, participants were very satisfied with the Police Now programme. The overwhelming majority of participants agreed they: would encourage other graduates to join the programme (**96%**; n=43); talked positively about Police Now to other people (**83%**; n=37); felt a sense of loyalty to Police Now (**83%**; n=37); and felt a strong bond with their fellow Police Now colleagues (**89%**; n=40). Furthermore, the majority of participants agreed they understood the goals of Police Now (**87%**; n=39) and **all** (n=45) participants agreed the Police Now team are working hard to make the programme a success.[35]

These findings are in contrast to the MPS 2013 Graduate Entry Programme. Of these recruits, **half** (n=39) were dissatisfied with the quality of training received and only **59%** (n=46) would encourage other graduates to join the programme. A lack of communication, poor information provision and an alleged failure to meet expectations were commonly cited concerns of the 2013 Graduate Entry cohort.

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[34] Based on interviews conducted with 25 line managers and a survey conducted by the Police Now leadership team with 38 line managers.

[35] Based on survey data from Tracker Survey 2; there were some reductions over time but the majority continued to express positive views toward the Police Now scheme.

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 emerged as an important feature, along with the positive learning environment and the quality of visiting fellows. The majority of participants thought the Summer Academy was too short and both participants and syndicate leads thought the training could have had a larger focus on the practical aspects of the job and longer, more varied shifts on field training. Syndicate leads also thought more time could have been allocated for them to prepare for the Summer Academy.

There was mixed feedback from the cohort about the 28-day DWO immersion period and the level of support offered by DWO mentors and line managers varied significantly. Some participants reported their DWO mentor was unavailable or disinterested in mentoring them, which negatively affected their ability to learn during this period.

Many participants reported not feeling prepared to start their roles as police officers. However, confidence and preparedness also appeared to be an issue for recruits who joined via the traditional MPS entry route, suggesting confidence is not a problem unique to the Police Now officers but a wider issue for policing training.

Feedback from participants' line managers showed that almost half thought their officer was not sufficiently prepared for the role and many thought they could have benefitted from more training in wider policing skills. Despite this feedback, the majority of line managers thought their Police Now officers were either meeting or exceeding their expectations.

Overall, satisfaction with the delivery of the Police Now programme was high and the overwhelming majority of participants would encourage other graduates to join the programme.

Life in the Met Police

The next section explores participants' experiences of being a police officer in the MPS, including any stigma they encountered upon joining their team and their experiences of life on the job and the DWO role. Line managers and syndicate leads also shared their experiences of participants' transition to frontline policing.

Stigma and acceptance

After a few months on the job, the majority of respondents to TS2 (**73%**; n=33) felt they had been accepted by colleagues on their borough and that they were treated with respect (**71%**; n=32).[36] At the same time, **54%** (n=26) of respondents to TS2 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. When participants were asked whether the way they are treated differs to officers not on the Police Now programme, 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.

> *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*
> *[Police Now participant]*

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[36] This is in contrast to 47% of all MPS staff who think they are treated with fairness and respect in the Met (MPS Staff Survey, 2015)

There is a stigma attached to being part of the Police Now programme
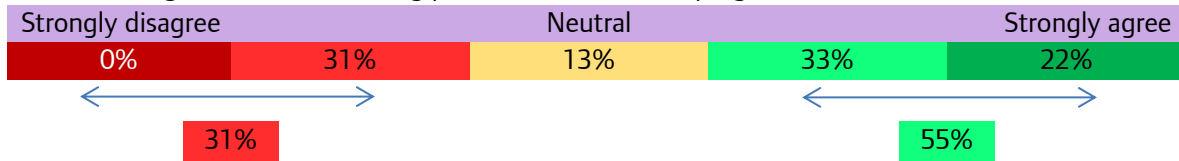
Strongly disagree		Neutral		Strongly agree
0%	31%	13%	33%	22%

31%

55%

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

7%	20%	26%	33%	15%

27%

48%

Interviews with Police Now participants indicated they thought a lack of awareness and incorrect assumptions about the Police Now programme were the causes of the stigma they had experienced, together with more general prejudices towards graduate programmes within policing. Those who had not felt stigma suggested either their team knew nothing about the Police Now progr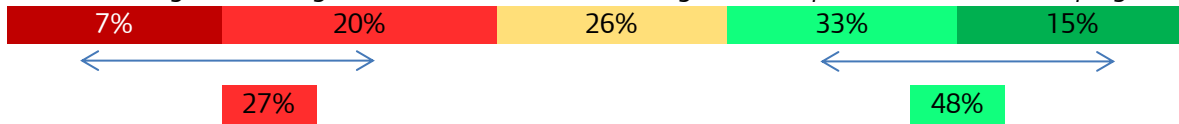amme, which meant they had been treated in the same way as other probationers, or their colleagues were more open-minded and accepting of them.

> *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 [Police Now participant]*

> *Stigma is unavoidable, they will get labelled… If they excel and show people around them they are competent, then that will be it [Syndicate Lead]*

Fewer Police Now participants reported feeling stigma compared to the 2013 Graduate Entry Programme cohort: **73%** (n=57) of this cohort reported feeling stigma attached to being part of a graduate programme (see Figure 10). According to the Police Now leadership team, the syndicate structure was designed to increase resilience toward stigmatisation and enable participants to better cope with the pressures of their new role.

Interviews with syndicate leads indicated they agreed there is often a burden of expectation and resentment toward those on graduate programmes like Police Now. Syndicate leads believed a lot of the stigma Police Now participants face will be as a result of misconceptions about the programme.

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 programmes; 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.

Positively, many of the initial negative reactions from existing team members were quickly overcome once the Police Now officers arrived on their wards. Almost all line managers felt that their Police Now officer integrated well into their team, describing them as *"popular"* and *"well-liked"*. Furthermore, line managers' experiences of line managing their Police Now officer were overwhelmingly positive, with the majority commenting on how impressed they were with their: enthusiasm, keenness to learn, proactive attitude, innovative thinking, intelligence and commitment. They variously described their experience as *"thoroughly enjoyable"*, *"an amazing experience"*, and *"an absolute delight"*. 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.

Job satisfaction and motivation

In TS2 administered after a few months on the job, the majority of participants reported being satisfied with their job as a DWO (**78%**; n=35) and being motivated at work **82%** (n=37). Participants mentioned many **positive aspects** to their jobs, including: getting to know the area and its residents in depth; having the freedom and independence to be responsible for planning their own day; the varied and diverse nature of the role; being able to make positive long-term changes and improve people's lives; and being able to see projects through to conclusion.

I am satisfied with my current job

Strongly disagree		Neutral		Strongly agree
0%	7%	16%	62%	16%

7%
78%
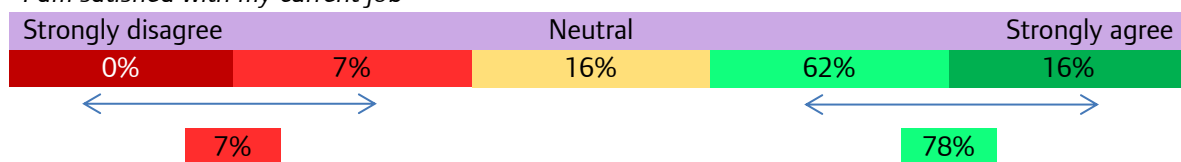
Participants also spoke of the **challenging aspects** to their jobs, including: prioritising busy workloads; a lack of motivation and supervision from their team; the logistical frustrations of trying to solve problems and implement new strategies; complications caused by cumbersome MPS processes and systems; and managing public expectations. Almost **one third** of participants (n=14) felt that serving as a police officer was not as exciting as they anticipated and the same proportion (**31%**; n=14) answered neutral.

In their roles, **82%** of participants (n=37) felt they were able to positively influence confidence in the police and **72%** (n=32) felt they were encouraged to develop innovative solutions to problems. However, only **53%** of participants (n=24) felt they were able to influence local crime patterns in their role.

Over the course of the two year Police Now programme—consistent with previous research into new police recruits—participants' job satisfaction and motivation at work declined slightly (see Figure 11 and Appendix E for a table comparing responses across all four tracker surveys).[37] Furthermore, over time, participants became less satisfied that their chosen career as a police officer was right for them (from **93%**; n=42 in TS2 to **78%**; n=18 in TS4).[38]
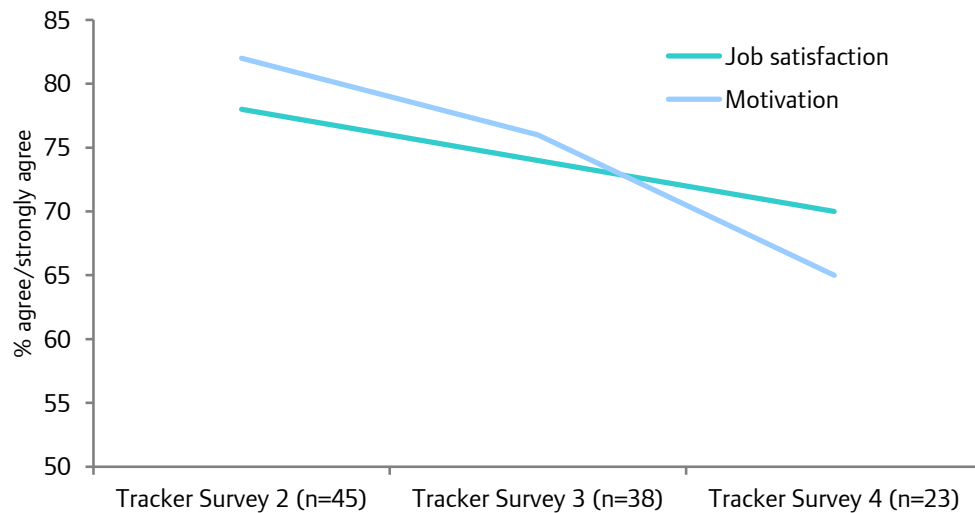
Figure 11. Participants' ratings of job satisfaction and motivation at work declined over time

Life on the job

In TS2, participants were asked about different aspects of 'life on the job'. Positively, the majority of participants: felt encouraged to use their discretion when making decisions (**76%**; n=34); felt comfortable expressing their opinion to people more senior than them (**76%**; n=34); and thought the amount of work they were expected to do was fair (**76%**; n=34). However, only **37%** (n=17) of participants felt they were given the resources and equipment needed to do their job, fewer than half (**46%**; n=21) felt they were rewarded fairly for the work they do, and just over half (**57%**; n=26) felt there was a positive atmosphere among the people they work with.

Positively, over the two year programme, more participants felt encouraged to use their discretion (from **76%**; n=34 in TS2 to **82%**; n=19 in TS4) and a similar proportion reported feeling comfortable expressing their opinion to senior colleagues (from **76%**; n=34 in TS2 to **77%**; n=18 in TS4). Furthermore, over time, more participants felt accepted by their colleagues on borough (from **74%**; n=33 in TS2 to **86%**; n=20 in TS4).

However, over time, fewer participants felt the work they were expected to do was fair (from **76%**; n=34 in TS2 to **50%**; n=12 in TS4). In addition, fewer believed they were given the resources and equipment needed to do their job (from **37%**; n=17 in TS2 to **18%**; n=4 in TS4); fewer felt rewarded fairly for the work they do (from **46%**; n=21 in TS2 to **18%**; n=4 in TS4);

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[37] These results should be interpreted with caution given the small sample size. In addition, not all participants who responded to TS1 or TS2 responded to TS4, therefore the sample is slightly different at each time point.
[38] Interestingly, significantly fewer female participants (70%; n=14) in TS2 reported job satisfaction compared to male participants (84%; n=21), *t*(43) = 2.43, *p* = .019, 95% CI [.10, 1.06], *d* = .74.

and fewer felt a positive atmosphere among the people they work with (from **57%**; n=26 in TS2 to **50%**; n=12 in TS4). Only half of participants (**50%**; n=23) in TS2 felt they were achieving a good work-life balance, which remained relatively consistent over time (**46%**; n=11 in TS4). These are not Police Now related issues *per se* but strike a wider concern within policing in general; however, understanding such findings and attempting to counter them should be one of the goals of Police Now in order to ensure the initial positive views of the cohort are maintained. Participants' ratings of life in the Met police were reasonably consistent with other MPS staff with similar lengths of service, again suggesting this is a wider issue for the MPS.[39]

The DWO role

In terms of the DWO role, interviews with syndicate leads indicated they thought the role was the right choice for the Police Now programme. They believed 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.

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. Other participants were positive about the DWO role. 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. Most line managers interviewed were positive about the DWO role; however, many thought participants should have experience in the wider policing role as well.

> *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 [Syndicate Lead]*

> *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 [Police Now participant]*

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[39] MPS Staff Survey (2015)

Key Findings

After a few months on the job, most participants felt accepted by their colleagues on borough; however, around half of the cohort reported a stigma associated with being part of the Police Now programme and a similar proportion felt uncomfortable disclosing they are part of the programme when meeting new colleagues. Participants and syndicate leads thought part of this was attributable to a lack of awareness and misconceptions about the programme. The Police Now cohort reported feeling less stigma about being attached to a graduate programme than officers in the MPS 2013 Graduate Entry Programme cohort, which could be due to the greater level of support offered to the cohort. It is also possible this stigma will reduce in later cohorts once Police Now has had time to embed within the organisation.

After a few months on the job, participants' satisfaction with their role as a DWO was high and the majority reported being motivated at work. However, consistent with previous research into new police recruits, the Police Now officers' job satisfaction and motivation at work declined over time. There were mixed feelings about different aspects of 'life on the job'. Positively, the majority of participants felt encouraged to use their discretion when making decisions and felt comfortable expressing their opinion to senior colleagues.

Of concern, the majority of participants felt they were not given the resources needed to do their job and approximately half of participants felt they were not achieving a good work-life balance. These areas deteriorated further over time; for example, in the final survey only 18% of participants felt rewarded fairly for their work. These are not Police Now related issues *per se* but strike a wider concern within policing in general. Participants' ratings were also reasonably consistent with other MPS staff with similar lengths of service.

In their roles as DWOs, the cohort felt they were most able to influence confidence in the police and least able to influence local crime patterns. Most people interviewed thought the DWO role was the right choice for the Police Now scheme; however, more experience in wider policing duties was thought necessary to assist participants in their overall development as a police officer.

Participants' Attitudes Toward the MPS and Serving the Public

This section explores Police Now participants' attitudes and how these change over time, including their attitudes toward the MPS as an organisation and the leadership and support provided to them. Participants' orientation and views toward procedural justice and serving the public are also explored, and comparisons are made to police officers not on the programme.

Attitudes toward the MPS

After a few months on the job, participants were asked for their thoughts on the MPS. Participants were mostly positive: **76%** (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 were proud to work for the MPS; and **65%** (n=29) felt clear on the organisational goals of the MPS. However, participants' attitudes toward the MPS declined over time. For example, fewer participants believed the MPS was a good organisation to work for (from **75%**; n=34 in TS2 to **52%**; n=12 in TS4) and fewer were clear on its organisation goals (from **65%**; n=29 in TS2 to **48%**; n=11 in TS4).

The MPS is a good organisation to work for

Strongly disagree		Neutral		Strongly agree
0%	9%	15%	63%	13%

9%   76%
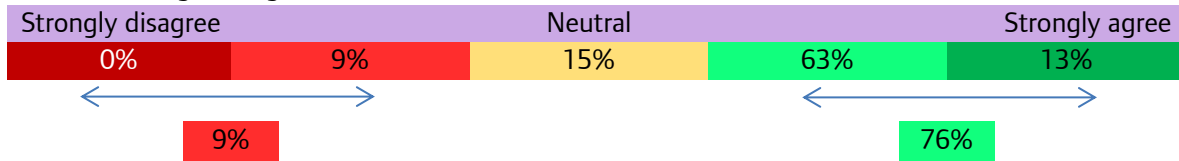
In the induction survey administered during the Summer Academy (TS1), the majority of participants were confident they would receive a good service if they contacted the MPS as a member of the public (**75%**; n=52). However, in Tracker Survey 4 (TS4), only **35%** (n=8) reported feeling confident. This is a sizable drop off but still higher than MPS staff overall (28% of MPS staff in the 2015 survey thought they would receive a good service).

In TS1, **65%** of participants (n=45) saw themselves as spending their whole career in the MPS. Over time, slightly fewer participants thought they would spend their whole career in the MPS (**52%**; n=12 in TS4). A smaller proportion of Police Now officers intended to spend their whole career in the MPS compared to the comparison group (**76%**; n=57).

Participants' confidence in the leadership provided by senior leaders in the MPS was positive early on in their careers (**74%** in TS2; n=33), but dramatically declined over time (to **36%**; n=8 in TS4). Furthermore, over time, more participants believed senior managers were out of touch with what is happening on the front line (from **24%**; n=11 in TS2 to **46%**; n=11 in TS4). These findings are completely in line with findings from the 2015 MPS Staff Survey. Over time, fewer MPS staff were confident in the senior leadership (**63%** for staff with less than 6 months service vs. **30%** for staff with 1-2 years service).

The cohort's confidence in the leadership provided by their local senior leadership team also declined (from **65%**; n=29 in TS2 to **55%**; n=13 in TS4) and, over time, fewer participants believed the values of the MPS were reflected in their local senior leadership team (from **67%**; n=30 in TS2 to **55%**; n=13 in TS4). Again, these declines are consistent with findings from the MPS Staff Survey.

In terms of their professional development, over time, fewer participants reported being satisfied with the level of support they had received from the MPS (from **67%**; n=30 in TS2 to **55%**; n=13 in TS4). Positively, satisfaction with the level of leadership and support they received from their line manager increased over the course of the programme (from **74%**; n=33 in TS2 to **91%**; n=21 in TS4). Furthermore, over time, more participants agreed their line manager gave them regular and constructive feedback on their performance (from **44%**; n=20 in TS2 to **68%**; n=16 in TS4) and more felt respected by their line manager (from **76%**; n=34 in TS2 to **91%**; n=21 in TS4).

Positive attitudes toward serving the public

Encouragingly, findings from the induction survey (TS1) indicated that participants had a very strong orientation toward the ideas associated with neighbourhood policing and procedural justice. Illustrating this, in the first tracker survey, **96%** (n=66) agreed that neighbourhood policing was 'real' policing and **91%** (n=63) recognised that 'customer service' is central to a police officer's job.

Being concerned about customer service should be a big part of a police officer's job

Strongly disagree		Neutral		Strongly agree
4%	3%	1%	27%	64%

| | 7% | | 91% | |
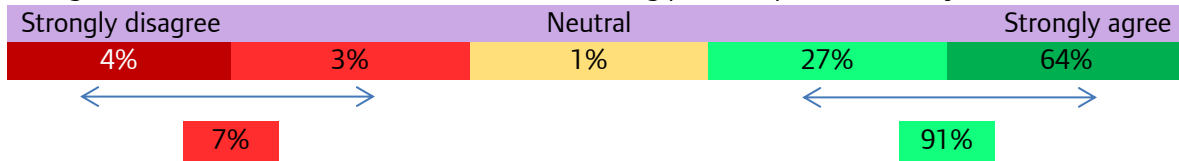
Furthermore, **94%** (n=65) agreed officers should treat everyone with the same level of respect, regardless of how they behave toward the police, and **88%** (n=61) agreed it is important the MPS workforce 'looks and feels' like the diverse communities it serves. When participants were asked what factors **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 most often mentioned.

Attitudes relating to procedural justice and serving the public saw small declines over time. For example, fewer participants agreed that customer service should be a big part of a police officer's job (from **91%**; n=63 in TS1 to **73%**; n=50 in TS4); fewer agreed officers should treat everyone with the same level of respect, regardless of how they behave toward the police (from **94%**; n=65 in TS1 to **77%**; n=18 in TS4); fewer agreed it is important the MPS workforce 'looks and feels' like the diverse communities that it serves (from **88%**; n=61 in TS1 to **64%**; n=15 in TS4); fewer agreed that good police-community relations have an effect on the crime rate (from **94%**; n=65 in TS1 to **77%**; n=18 in TS4) and fewer agreed that all victims of crime are deserving of the same good service (from **88%**; n=61 in TS1 to **77%**; n=18 in TS4).

Participants' attitudes toward neighbourhood policing remained the same over time: the majority recognised that neighbourhood policing is 'real' policing (**96%**; n=66 in TS1 and **96%**; n=22 in TS4). Positively, and as we might expect, more participants agreed they understood the needs of the community they serve (from **78%**; n=35 in TS2 to **91%**; n=21 in TS4).

There were some differences between the Police Now and comparison officers in their attitudes toward serving the public, with the Police Now officers holding more favourable views. Police Now participants were more likely than comparison officers to agree that officers should treat everyone with the same level of respect regardless of how they behave toward the police (**74%**; n=28 in TS3 vs. **63%**; n=39). Furthermore, Police Now officers were more likely to agree that all victims of crime are deserving of a good service (**92%**; n=35 vs. **84%**; n=52) and less likely to agree that there are certain communities who do little to deserve the respect to the police (**3%**; n=1 vs. **16%**; n=5). Police Now participants were also more likely to agree they understood the needs of the community they serve (**95%**; n=36 vs. **79%**; n=26). Other attitudes were comparable between the two groups; for example, a similar proportion of Police Now (**76%**; n=29) and comparison officers (**76%**; n=46) agreed it is important the MPS workforce 'looks and feels' like the diverse communities it serves.

Key Findings

Early on in their careers as police officers, participants' attitudes toward the MPS as an organisation were mostly positive. They were proud to work for the MPS and felt it was a good organisation to work for. However, over time, consistent with the wider MPS workforce, these attitudes declined. For example, after almost two years working for the MPS, only around a third of participants were confident of receiving a good service if they contacted the MPS as a member of the public and fewer than half were clear on what the organisational goals of the MPS are. Although there were sizeable reductions, the Police Now cohort still expressed more positive views toward the MPS than all MPS staff combined.

Police Now participants were less likely to want to spend their whole career in the MPS compared to the comparison officers surveyed. This is consistent with the recruitment model of Police Now; participants are encouraged to use the programme as a platform for developing their leadership career. After the two year programme, participants can choose to pursue a career outside policing. Indeed, two-thirds of the 2015 cohort chose to remain in policing at the end of the two-year programme, with the remainder leaving to pursue a career in other sectors.

Similar to participants' attitudes toward the MPS as an organisation, participants' confidence in senior leaders of the MPS started off high but deteriorated over time. Towards the end of the two year programme, only a minority of participants (36%) were confident in the leadership provided. Again, these declines are entirely consistent with other MPS staff with similar service lengths. For MPS staff with 1-2 years' service, only 30% reported confidence with the organisation's senior leadership. Positively, the level of leadership and support received from participants' line managers was rated more positively over time.

Encouragingly, Police Now participants demonstrated a strong orientation toward the principles of procedural justice and neighbourhood policing. Nearly all participants agreed that customer service was an important part of a police officer's role and that all members of the public should be treated with the same level of respect. Although some of these attitudes declined over time, the majority still expressed favourable views toward serving the public.

A comparison of the Police Now cohort with other police officers showed that Police Now participants held more favourable views toward procedural justice and serving the public. For example, compared to other police officers, Police Now participants were more likely to agree that officers should treat everyone with the same level of respect regardless of how they behave toward the police. The Police Now cohort was also more likely to agree they understood the needs of the community they serve.

Evidence Based Policing and Police Now

In all of the conversations around police transformation, one of the strongest threads is the growth of EBP. This is not a new concept,[40] yet it is only relatively recently that the term has become part of the lexicon of policing. There has been a huge amount written about EBP, be it definition discussions, what is good enough 'evidence' for policing (e.g., randomised controlled trials versus other evidence), police culture and receptivity to evidence, and how to embed EBP into practice.[41] Within Police Now, officers receive training around EBP and are expected to incorporate this routinely within their craft. This section of the report covers the officers' perceptions toward EBP and how well they have embedded these skills within their role (i.e., as demonstrated via their 100 day impact assessments).

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[40] Sherman (1998); Weiss & Bucuvalas (1980).
[41] See for example Lum et al. (2012) or Stanko & Dawson (2016)

Understanding evidence based policing

Positively, the majority of participants (**72%**; n=27) agreed they understood the principles of EBP. This is a similar proportion to previous iterations of a similar survey conducted with senior MPS officers (Superintendent rank and above) in 2012.[42] In defining evidence based policing, the most common words mentioned by the cohort were *'data'*, *'research'*, *'information'*, *'decisions'* and *'outcomes'* (see Figure 12).

Figure 12. Words commonly used by Police Now participants when asked to define the term 'evidence based policing'.

However, findings were more mixed around whether they thought their training taught them how to: locate different kinds of evidence (**42%**; n=16); apply evidence to a project (**42%**; n=16); or assess the impact of a project (**36%**; n=14). Only **one quarter** (n=10) of participants thought their training taught them how to integrate different kinds of evidence and only **28%** (n=11) thought their training taught them how to critically appraise evidence.

Participants were asked how willing they would be to take a particular action to test whether a tactic the police are currently using is effective (see Table 1). Participants were most willing to stop a tactic in one small area and compare what happens in another area (**72%** very or quite willing; n=27) and least willing to stop a tactic on the basis that a researcher told them there was research showing it was ineffective (**43%** very or quite willing; n=16). **Twenty percent** (n=8) would *not* stop a tactic on the basis that a researcher told them there was research showing it was ineffective. This is a similar proportion to the previous iteration of the survey conducted with senior MPS officers: 18% of these officers would not stop a tactic if research showed it was ineffective.

When comparing these responses to the comparison officers, the Police Now cohort was more in favour of randomised control trials than the comparison officers (**50%** vs. **14%** very or quite

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[42] Stanko & Dawson (2016)

willing), and slightly more willing to stop a tactic on the basis that a researcher told them research showed it to be ineffective (**43%** vs. **38%** very or quite willing).

Table 1. *How willing would you be to take the following actions to test whether a particular tactic the police are using is effective?*

	Very/Quite Willing		Somewhat Willing		Not Willing	
	Police Now	Comparison	Police Now	Comparison	Police Now	Comparison
Stop a tactic to see if problem gets worse	44%	43%	33%	29%	22%	29%
Stop a tactic in one small area and compare what happens in another area	72%	67%	22%	33%	6%	0%
Find the top 20 areas where problem exists and toss a coin to assign 10 areas to have a tactic and 10 areas not to and compare	50%	14%	28%	38%	22%	48%
Stop a tactic on the basis that a researcher told you there was research showing it was ineffective	43%	38%	37%	48%	20%	14%

Use of scientific research versus professional expertise

Participants were asked the question, *"In day to day decision making, what do you think the balance should be between the use of scientific research/knowledge and professional expertise?"*. The majority of respondents (**64%**; n=24) thought scientific knowledge and professional expertise should make an equal contribution to day-to-day decision making. Just over a quarter (**28%**; n=11) thought experience should be more important but scientific knowledge should make some contribution. Very few participants (**6%**; n=2) thought scientific knowledge should make more of a contribution than experience.

In contrast to the Police Now cohort, the majority of comparison officers surveyed thought professional expertise should make more of a contribution than scientific research (**61%**; n=13). Overall, the findings so far present a relatively positive narrative in terms of participants' understanding of and receptivity toward EBP. The most important aspect, however, is whether they have practically embedded such working within their role.

A lack of robust evidence within the 100 day impact assessments

The 100 day impact assessments are an opportunity for the cohort to describe innovations they had made over the preceding 100 days to decrease crime or increase public confidence in their ward. Participants are encouraged to focus on *measurable impact*. The assessments are a compulsory requirement and all officers have to generate a product showing they have identified and tackled a problem and present evidence of success (or not). Outside of Police Now, as far as we know, no other neighbourhood police officers are held to account in this way.

To explore whether participants are embedding evidence based thinking within their work, a random selection of 70 assessment presentations (65 posters and 5 verbal presentations) were assessed. A set of criteria was developed that covered many essential practices within EBP (i.e., is there evidence of a literature review, is there a clear rationale for their project, are there clear outcomes, along with issues around methodology, accurate interpretation and inclusion of caveats; see Appendix D for the coding criteria). The coding framework was designed to cover *all stages* of EBP ranging from problem identification through to integrity in reporting findings. This should be caveated in that such evidence can only be captured if the posters and presentations include the information. For example, it is possible that the officers are using evidence from the literature but not including evidence of this in their poster or presentation; the coder can only rate what is documented in the presentations. Given the relatively small number of assessments, and the other caveats outlined earlier, these findings should be seen as indicative only; however, they still provide important insights into the practical use of EBP by the officers.

Overall, there was little indication of effective evidence based workings documented within the impact assessments (see Table 2). To illustrate, only 6 officers (**8%**) showed evidence of literature (of any kind) within their poster or presentation. Only a handful of participants defined success for their project clearly (**5%**; n=4). In the majority of assessments (**87%**; n=61), it was not clear whether data to measure outcomes was captured. On a more stringent note, in the majority of cases (**99%**; n=72) it was not stated whether the initiative was actually delivered as expected.

One third (**37%**; n=26) of assessments actively sought to *empirically* demonstrate success, even though they were *all seeking* to make statements about their initiative's impact. Many participants used anecdotal data or activities to illustrate impact (i.e., informal conversations with residents; see quotes below).

> *The response that we received from students and staff was very positive, and this is something that will be built on in the future [Police Now participant impact poster]*

> *Visits afterwards confirmed that neighbours were happy that their issues were being taken seriously [Police Now participant impact poster]*
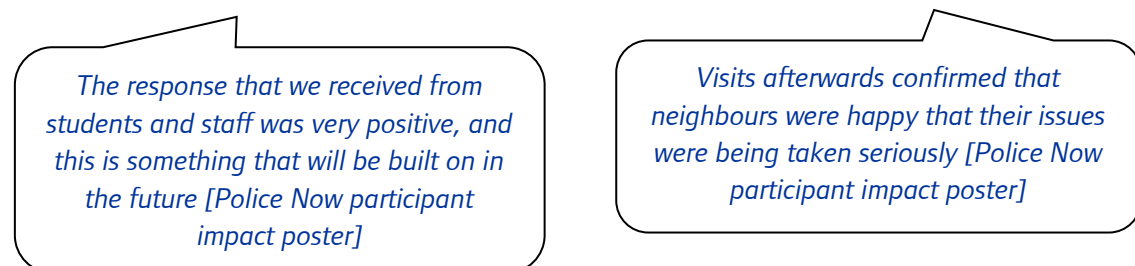
Where impact was examined, this was predominantly through a *before and after* methodology (n=18; i.e., no comparison group) - a weak design academically and one that does not enable confident statements around impact. Only four impact assessments used *any type* of comparison group, comprising crime data from other wards and borough or Met-wide statistics (i.e., there was no statistically matched or robust comparison groups). These types of designs can provide valuable insights and learning if reported and interpreted well; however, only 7 cases (10%) from the total number included any research caveats or limitations to their projects (e.g., small sample size, lack of comparison group, short analytical timeframes, data quality), despite most projects having numerous caveats. No officers conducted any statistical analysis to measure impact.

Related to this, when asked about EBP, some officers honestly noted they have not used evidence to inform their operational decision-making. Participants also spoke of the challenges they have faced implementing EBP in their ward.

> *There has not been significant scope for evidence-based policing to challenge previous ways of policing the ward…*
> *[Police Now participant]*

> *It's very difficult to get any borough level support for EBP, so largely EBP rests on stats that are easily available to me…I would like to be able to do more EBP but it's very difficult currently to realistically integrate.*
> *[Police Now participant]*

These findings paint a rather less positive picture of the cohort's incorporation of EBP within their work and how they perceive and seek to evidence impact. Some may say it is unfair to expect police officers to be learning from the literature, clearly defining project success, robustly measuring outcomes, understanding the limitations or ensuring accurate conclusions. However, these are essential aspects of EBP and Police Now should continue to support and encourage their officers to embed more evidence based working within their assessments. Indeed, Police Now has improved their training and support for EBP throughout the lifetime of the evaluation, including developing EBP masterclass days and developing more guidance for participants to evidence the impact of their work. Future independent evaluations should seek to measure the success of these developments.

Table 2. Aspects of evidence based policing found in participants' 100 day impact assessments

Aspect of EBP	Extent to which aspect of EBP shown			
	Yes	**Partly/to some extent**	**No**	**Not clear**
Literature review carried out	1 (**1%**)	5 (**7%**)	63 (**90%**)	1 (**1%**)
Lessons incorporated into project design	1 (**1%**)	1 (**1%**)	67 (**96%**)	1 (**1%**)
Clear problem verified by data	2 (**3%**)	25 (**36%**)	12 (**17%**)	31 (**44%**)
Project success clearly defined	1 (**1%**)	3 (**4%**)	62 (**89%**)	4 (**6%**)
Project delivered as expected	0 (**0%**)	1 (**1%**)	0 (**0%**)	69 (**99%**)
Data captured throughout	0 (**0%**)	2 (**3%**)	7 (**10%**)	61 (**87%**)
Outcomes clearly measured	0 (**0%**)	26 (**37%**)	37 (**53%**)	7 (**10%**)
Caveats outlined	1 (**1%**)	6 (**9%**)	58 (**83%**)	5 (**7%**)

Key Findings

Police Now participants appeared to have a good understanding of the principles of EBP. However, many participants thought their training did not effectively teach them how to use and apply EBP in their work and a number of participants spoke of the challenges they have faced implementing EBP in their ward. Compared to police officers who joined the force through other routes, the Police Now cohort seemed to be more receptive to using scientific research in their day-to-day decision making.

Although the Police Now 100 day impact assessments represent an innovative process through which the officers seek to evidence their success, an inspection of the Police Now Impact Library showed little indication of evidence based workings. Only a minority of participants: incorporated previous learning into the design of their initiative; clearly defined the problem through the use of data; attempted to measure outcomes or reported caveats or limitations within the work. Those who did seek to measure outcomes used weak methodological approaches.

When speaking to the officers, some honestly noted they have not used evidence to inform their work and a number spoke of the challenges they have faced implementing EBP. These findings have implications for Police Now in ensuring participants have the knowledge and training to apply EBP in their work, but also for the police organisation as a whole in supporting and encouraging their officers to practically carry out EBP. Without this organisational support, training officers in EBP will in all likelihood not lead to tangible results.

Police Now has improved their training and support for EBP throughout the lifetime of the evaluation, including developing EBP masterclass days and developing more guidance for participants to evidence the impact of their work. Future independent evaluations should seek to measure the success of these developments.

Police Now's Impact on Public Confidence and Perceptions of the Police and Crime

Finally, an objective measure of Police Now's impact was assessed by examining ward-level public confidence and perceptions of the police and crime rates. Police Now's impact on public confidence and perceptions was explored using the MOPAC Public Attitude Survey (see Methodology for a description of the methods used to select the comparison group). This analysis incorporated **2,732** respondents from Police Now wards and **4,218** respondents within *statistically matched* comparison wards. Survey data was weighted to adjust for under-representation of the population from which the sample was drawn. Police Now's impact on crime was assessed using ward-level crime data (total notifiable offences plus specific crime types). The *year (12 months) prior* to the introduction of the Police Now programme (October 2014-September 2015) was compared to the *year (12 months) subsequent* (October 2015 – September 2016).
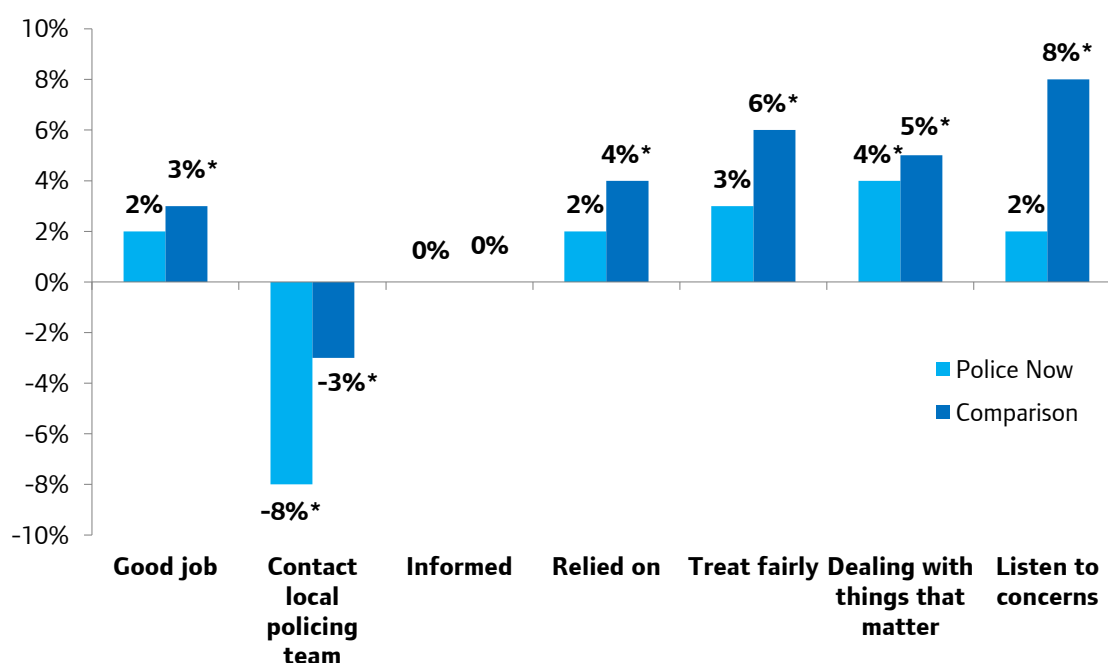
Public confidence and perceptions of policing

Overall, across the total number of respondents to the PAS, there was no compelling evidence of improvements within public confidence and perceptions for the Police Now wards (see Appendix F for a table comparing public perceptions for the Police Now and comparison wards and Figure 13 for change in the main measures). There was a **2%** increase in *'how good a job'* people thought the police were doing (i.e., confidence) in Police Now wards compared to a significant **3%** increase in comparison wards. Across all questions explored (*'how good a job'* and a number of key drivers of public confidence and other questions related to the public's perceptions of

neighbourhood policing), on average, the Police Now wards showed no change in public perceptions in the year subsequent to the programme (an average change of **-0.2%** across the 12 questions explored).[43] Furthermore, generally, the trends within the comparison and Police Now wards paralleled one another. On average, comparison wards showed a slight improvement in public perceptions across all questions explored (an average change of **2.3%**).

Across the total number of respondents, two questions showed significant improvements: more respondents in Police Now wards thought the police were *'dealing with things that matter'* (from **69%** to **73%**) and more reported not being worried about crime in their area (from **58%** to **62%**). However, these differences were small and replicated across the comparison wards. There were other questions which showed significant declines in the year subsequent to Police Now (see Appendix F). For example, significantly fewer respondents reported knowing how to contact their local policing team (from **48%** to **37%**); this question also fell for the comparison wards (a **3%** decline in comparison wards compared to an **8%** decline in Police Now wards).

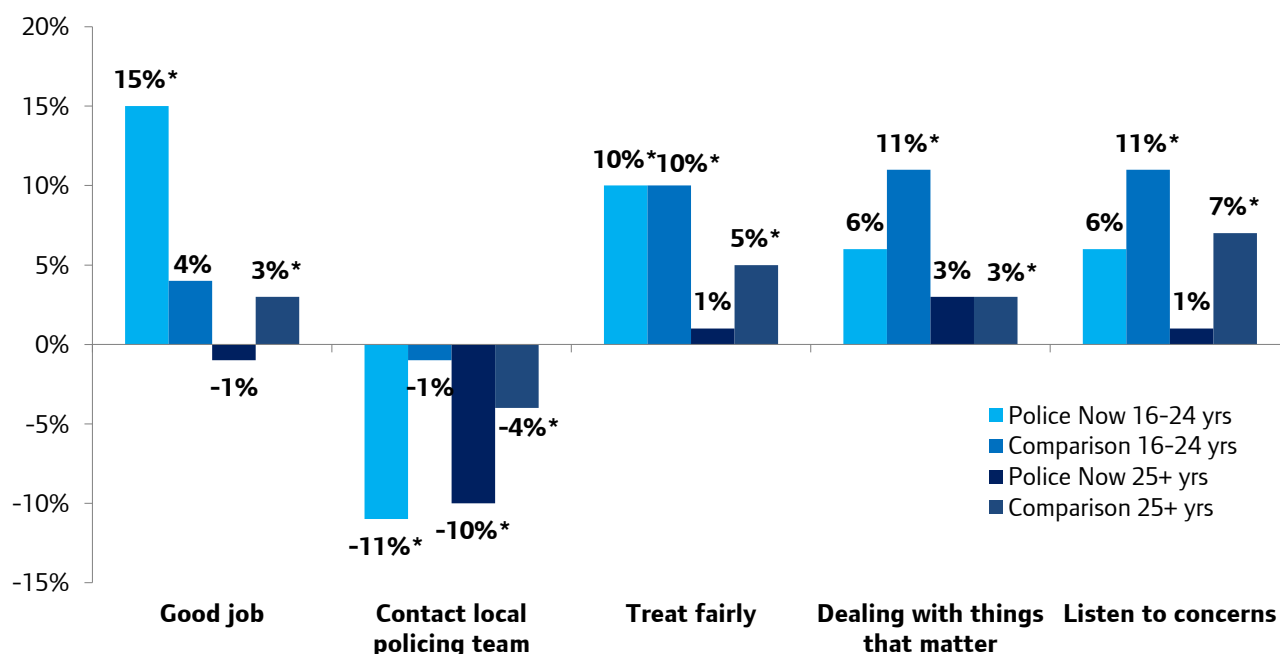**Figure 13.** Change in public perceptions for the Police Now and comparison wards
*Change is significant at the *p*<.05 level

Impact on public confidence and perceptions of the police was also explored by age group (see Figure 14 and Appendix F); however, the small number of young respondents means these specific results should be interpreted with caution and precludes firm 'cause and effect' statements on impact.[44] We can see that, for the most part, across Police Now and comparison wards young people (16-24 year olds) showed more improvements than older people (25+ year olds). There were some differences between Police Now and comparison wards. There were larger improvements in *'how good a job'* young people thought the police were doing (i.e., confidence) in Police Now wards (a significant **15%** increase vs. a non-significant **4%** increase in comparison

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[43] This figure is the average amount of change across the 12 questions explored and is presented here purely for descriptive purposes.
[44] There were 206 16-24 year old respondents in Police Now wards in the year prior to the scheme and 202 in the year after. There were 276 16-24 year old respondents in comparison wards in the year prior to the scheme and 237 in the year after.

41

wards).[45] Conversely, there were larger improvements in comparison wards in the proportion of young people who thought the police were *'dealing with the things that matter'* (a significant **11%** increase vs. a non-significant **6%** increase in Police Now wards), and that the police *'listened to the concerns of local people'* (a significant **11%** increase in comparison wards vs. a non-significant **6%** increase in Police Now wards).

Figure 14. Change in public perceptions for young respondents (16-24 year olds) versus older respondents (25+ year olds) for the Police Now and comparison wards

*Change is significant at the $p<.05$ level

Crime

Police Now's impact on crime was also explored. In the year prior to the Police Now programme (October 2014-September 2015), there was a significant difference between the Police Now and comparison wards, with a greater number of offences occurring in the Police Now wards. This pattern was consistent for total notifiable offences (see Figure 15) and across all specific crime types, including: total sexual offences; personal property offences; total theft offences; total motor vehicle offences; total criminal damage offences; serious youth violence; non domestic abuse violence with injury; knife crime offences and knife crime with injury offences. The pre-existing differences in crime rates between the two groups of wards potentially indicates a limitation to the matching procedure which was based on vulnerable locality score.

There was a slight but non-significant increase in crime in the year subsequent to the Police Now programme (October 2015-September 2016) for both the Police Now and comparison wards. For example, for the Police Now wards, the average monthly total notifiable offences rose from 182 to 191; in the comparison wards, total notifiable offences rose from 119 to 127. There was no significant difference between the two sets of wards in crime trends over time. Therefore,

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[45] In their Impact Report, Police Now documented a 17% increase in the same question for young people in Police Now wards compared to a 3% increase in comparison wards. This analysis compared the 12 months from October 2014 to the 15 months from October 2015 which explains the slightly different figures here.

although the Police Now wards had a higher volume of crime overall, the two sets of wards showed the same trend in how crime volume changed over time.
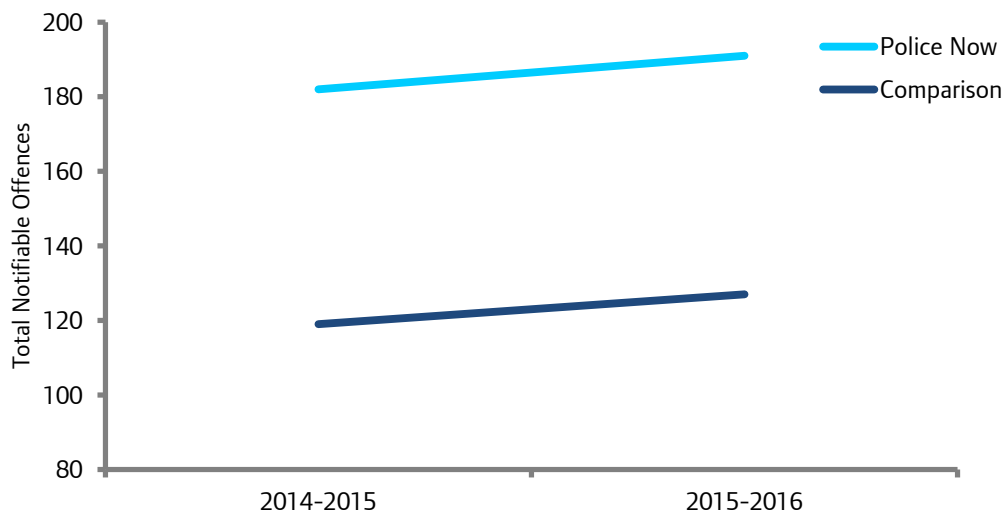
Figure 15. Average monthly total notifiable offences for the year prior (Oct 2014-Aug 2015) and subsequent (Oct 2015-Aug 2016) to Police Now.

Key Findings

Across the total number of respondents to the PAS, there was no compelling change in public confidence or perceptions of the police for the Police Now wards in the first year of the programme. Generally, the trends within Police Now and comparison wards paralleled one another. There were larger improvement in how good a job young people thought the police were doing (i.e., confidence) in Police Now wards (a significant 15% increase vs. a non-significant 4% increase in comparison wards). However, there were other drivers of public confidence that showed the opposite pattern; for example, there was a significant 11% increase in comparison wards in the proportion of young people who thought the police were dealing with the things that matter compared to a non-significant 6% increase in Police Now wards. The small number of young respondents means these specific results should be interpreted with caution and precludes firm 'cause and effect' statements on impact.

There was no evidence of impact when exploring ward level crime data. Both sets of wards showed comparable increases in crime subsequent to the introduction of the Police Now. The Police Now wards had higher crime rates in the year prior to Police Now, which may reflect limitations to the matching procedure. As a further point, the crime data we used does not capture the large number of crimes that go unreported. Future evaluations of Police Now could incorporate unofficial crime data, including information from public surveys (e.g., the Crime Survey of England and Wales) and data from the voluntary sector.

These findings do not indicate that Police Now does not work or cannot eventually reach such outcomes. As Police Now grows, independent analysis should continue to explore these measures and the longer-term impact of Police Now on public confidence and crime.

4. Discussion

This report presents findings from a large-scale two-year evaluation of the *first cohort* through the Police Now Graduate Leadership Development programme. The evaluation sought to explore the programme in detail, including the perceptions of the officers, experiences and delivery of the programme, evidence based working and potential impact. Sitting under these main themes is learning that not only applies to Police Now but also to the wider police organisation, culture and training moving forward.

Delivery of the First Police Now Graduate Leadership Development Programme

The experiences of the first Police Now cohort showed that 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. Observations of the Summer Academy revealed a stimulating and energetic environment where participants, syndicate leads and those delivering the training were fully engaged in the sessions.

Despite this positive feedback, there were a number of suggestions for improvement to the Summer Academy. Encouragingly, many of these suggestions (which were initially published in the Year 1 interim report - April 2016) have been incorporated by Police Now into the second and third year roll-outs of the programme. For example, although the intensity of the Summer Academy was praised by participants and syndicate leads, 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 that the Summer Academy could be lengthened to make time for this training. As a result of this feedback, the structure of the 2016 Summer Academy was altered to allow for full days on borough as opposed to splitting the days between classroom and field training, and introduced an additional seventh week to the programme. Additionally, the total number of field training hours in the 2016 Summer Academy was 20% higher than in the 2015 timetable.

Interviews with syndicate leads and comments from participants also suggested a review of certain topics could 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. As a result of this feedback, the 2016 Summer Academy increased the number of role-plays and other practical, hands-on learning exercises. The Police Now team should continue to evaluate future rollouts of the programme and continue to refine and improve the Summer Academy training.

Transition to Front-line Policing

The 28-day DWO immersion period was designed to ease the transition from the Summer Academy training to front-line policing. However, participants' experience of this period was inconsistent and the level of support offered by DWO mentors and line managers varied

significantly. Some officers were positive about the immersion period and felt it was a great learning opportunity, whereas others reported it being an extremely challenging time. The main criticism of the immersion period was the lack of interest and availability of some of the cohort's DWO mentors. Despite Police Now's efforts to engage line managers, a number were unavailable for their Police Now officer or were disinterested in mentoring them. Ensuring consistency in the cohort's transition to front-line policing is vital for the success of the programme and for the participants' development as police officers. Police Now has since introduced Leadership Development Officers (LDOs) for the first and subsequent cohorts whose primary role is to coach and support the Police Now participants throughout the two-year programme. Furthermore, more effort has been made to engage with and motivate participants' mentors and line managers. The success of these measures should be explored in future evaluations of the programme.

Almost half of participants' line managers thought their officer was not sufficiently prepared for the role and that they could have benefited from more training in wider policing skills prior to starting their roles as DWOs. Many participants 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.

Although survey findings showed that many participants felt unprepared to begin their roles as police officers and lacked confidence (particularly female officers), a comparison with other police officers who joined the MPS via the traditional entry route showed that they too felt unprepared when they started out as new recruits. These findings suggest confidence is not unique for the Police Now participants but a wider issue for police training. Research should be conducted to explore why confidence was lower for female participants.

Experience of the MPS as an Organisation

Participants' experiences of the MPS as an organisation revealed a picture consistent with previous research into new recruits. In a relatively short period of time, we observed a decline in attitudes toward the MPS and its senior leadership. Of particular concern, after less than two years working for the MPS, only a third of participants were confident of receiving a good service if they contacted the MPS as a member of the public compared to 75% at the start of the programme. This decline is not unique to Police Now participants and is consistent with findings from the MPS Staff Survey where satisfaction with the organisation generally decreases as service length increases.

There is clearly a challenge here not only in recruiting exceptional graduates but sustaining their motivation and commitment to the organisation. Much has been written around policing morale in recent years, particularly given the climate of budget cuts and austerity and the various challenges facing the police organisation. The decline in attitudes toward the MPS shown by the Police Now officers—and other new officers within the MPS—may well be indicative of a wider attitude malaise within the organisation. Either way, if not addressed, there is a risk these new officers will become further disengaged from the organisation with potentially damaging implications.

Positive Attitudes Toward Serving the Public

Encouragingly, the Police Now participants demonstrated a strong orientation toward the principles of procedural justice and neighbourhood policing. Although some of these attitudes declined over time—something that should be explored in more detail going forward, and possibly reflective of exposure to the wider policing culture—the majority still expressed favourable views toward serving the public. Furthermore, a comparison of the Police Now officers with other police officers in the MPS showed the Police Now cohort held more favourable views toward procedural justice and neighbourhood policing.

It was anticipated that programmes such as Police Now—through recruiting graduates from 'a different audience' who might not have considered a career in policing before—might contribute toward diluting traditional understandings of police culture and promote support for more service based policing philosophies.[46] Although this was not measured in the current evaluation, it remains a solid aspiration. The Police Now cohort's orientation toward service based policing suggests they have the potential to transform the current culture of the police service, but only if the organisation fosters and sustains their motivation. This could be supported by recruiting more Police Now officers, but such change will take time.

Engagement with Evidence Based Policing Practices

The Police Now cohort had a good understanding of evidence based policing (EBP) and their attitude towards it was favourable; however, many participants thought their training did not effectively teach them how to use and apply evidence in their work. Furthermore, a number of participants spoke of the challenges they have faced implementing evidence based policing in their ward, with some citing the difficulties in gaining support from their borough to use EBP. This finding is concerning but further signals the difficult occupational terrain participants have to navigate upon joining the force.

The Police Now 100 day impact assessments are a process through which participants feed back about the work they have done to reduce crime and increase confidence in the police in their ward. As far as we are aware, there is no other comparison in UK policing currently where neighbourhood officers are required to showcase their work in this way. The impact assessments can therefore be seen as an attempt by Police Now to 'raise the bar' through which officers seek to evidence their impact and share innovation. The Police Now Impact Events that the authors went to were well-attended and engaging events and clearly showed the enthusiasm and passion of the Police Now cohort and those involved in running the organisation.

One of the most important outcomes of this work, however, should be the extent to which the Police Now cohort is implementing (effective) EBP in their wards. An inspection of participants' impact assessments showed little indication of effective evidence based workings. The analysis covered the entire journey around EBP from drawing upon the wider academic literature to the methodologies used and the accurate interpretation of findings. At present, these findings set a rather less positive picture of how the Police Now participants seek to evidence their work. Of

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[46] Police Now *Case for Change* (2014)

course the caveats should be acknowledged again that we only assessed a small number of posters and presentations and we were only able to assess what was written down by participants. It is entirely possible more evidence based workings are going on that we did not capture in our assessment, and it is also possible the workings of Police Now participants we have seen here are better than regular DWOs.

The findings here illustrate that more work is required to support officers to practically embed EBP within their roles. Over the lifetime of this evaluation, Police Now has improved their training and support for EBP, including developing EBP masterclass days and developing more guidance for participants to effectively evidence the impact of their work. These are positive steps and ultimately, one of the measures of success for Police Now should be the extent to which their officers are effectively engaging in EBP (i.e., drawing on up-to-date literature, identifying clear problems and clear success criteria, delivering the project as expected, carrying out robust analysis and making accurate interpretations). Future independent evaluations should seek to measure this.

Within this conversation is the wider challenge of enabling the use of evidence within the police service *in general*. This is clearly not only a Police Now challenge. Much has been written about how to promote EBP within policing and many hurdles have been outlined, some of which are complex (e.g., receptivity to evidence, risk averse cultures, pressures to find and report positive results), whereas others are seemingly easier to address (e.g., training, access to academic journals, time to read).[47] It is to the credit of Police Now that this dialogue is happening with their officers; however, more still needs to be done, and with this in mind, both the expansion of Police Now and the upcoming PEQF may have important roles to play in seeking to cultivate professional change.

Measuring Police Now's Impact

Police Now's stated aim 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"*. The current evaluation explored whether Police Now had any measurable impact on these outcomes using a robust methodology. Data from the MOPAC PAS showed that, overall, when looking at all respondents (i.e., 2,732 respondents from Police Now wards and 4,218 respondents from comparison wards), there was no change in public confidence or perceptions of the police within the first year of the programme for Police Now wards compared to a set of statistically matched wards.

Looking deeper, there were larger improvements in *'how good a job'* young people thought the police were doing in Police Now wards; but, in contrast, there were other questions that showed the opposite pattern. For example, comparison wards made more improvements in the proportion of young people who thought the police were *'dealing with the things that matter'*. These specific findings relating to young people are based on relatively small numbers of respondents and preclude firm 'cause and effect' statements on impact.

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[47] Lum et al. (2012); Weatheritt (1986)

When looking at ward-level crime data, Police Now wards had higher crime volumes than comparison wards in the year prior to the programme. Although the two sets of wards were statistically equivalent on the vulnerability locality index (which includes burglary and criminal damage crime rates), the non-equivalence in total notifiable offences and other specific crime rates suggests some limitations with the comparison group. Finding a well-matched comparison group will always be a challenge for Police Now given they specifically select the most vulnerable and high crime areas. Despite possible limitations to the matching, there were no differences between the groups in how crime changed subsequent to Police Now; both sets of wards showed comparable increases in crime.

These findings do not indicate that Police Now does not work or cannot eventually reach such outcomes. Indeed, innovation can take time to bed in and it is worth noting that the research was undertaken with only the *first cohort* of Police Now. As Police Now grows, independent analysis should continue to evaluate these outcomes. As a first step, it would worthwhile to repeat the analysis in this report with a longer time period (i.e., 18 months before the programme vs. 18 months after) and to combine the first cohort with later cohorts. However, on a wider note, it should be stated that looking for ward level impacts upon such measures as public confidence and crime—measures that can both be stubborn to change—will be difficult, let alone ensuring the research is able to confidently assign any impact to Police Now. This makes it all the more important for Police Now officers to evidence their individual impact through their impact assessments.

Conclusion

This report presented findings from a large-scale two-year evaluation of the first Police Now programme. It includes learning both for Police Now and the wider police organisation. Findings were generally positive about the training delivered by Police Now and the majority of the first cohort of participants would recommend the programme to other graduates. However, there were some criticisms around the length and timing of the training and the training given on the practical aspects of the job. Addressing this balance between keeping the intensity of the training and at the same time incorporating more practical and in-depth learning (around areas such as EBP) will be a key challenge for Police Now going forward. Other key challenges moving forward will be around strengthening their participants' practical use of EBP, making sure the officers continue to engage with Police Now's aim despite the challenging occupational terrain, and continuing to explore ways in which the programme can robustly evidence its success.

Appendix A

Police Now DWO Job Description

Key Objective
To police one of the most challenged Wards in the United Kingdom (by deprivation, crime levels and levels of confidence in policing) and contribute to the transformation of that community as a key local community leader.

Key Measures of Success
a) Contribute to the delivery of measurable reductions in crime and increases in the public's confidence in policing within that ward;
b) Develop the partnerships necessary to deliver effective long-term problem solving leading to the reduction of crime and anti-social behaviour;
c) Develop relationships with members of the local community and effectively respond to and anticipate their concerns leading to an increase in the public's confidence in policing;
d) Contribute to the development of evidence based practice in policing.

Key Duties and Tasks

1. UNDERSTAND - Develop an understanding of the Ward and Borough and build productive relationships

- Analyse and develop an understanding of the Ward and Borough environment, community and socioeconomic factors
- Analyse and develop an understanding of the crime drivers, crime patterns and drivers of public confidence in policing both generally and specific to the Ward and Borough
- Speak with residents, other agency partners and local business people to understand their context, goals and views
- Develop an understanding of the history of policing in the Ward and Borough – what has happened in the past and what is happening now; what has worked and what hasn't worked?
- Develop an understanding of the evidence base of what works in reducing crime and increasing the public's confidence in policing – which interventions are likely to be most successful?
- Identify potential sources of local intelligence and act appropriately on information received

2. CONSULT & PLAN - Develop a Ward Policing Plan, in line with Borough Strategic Objectives, which effectively targets the key drivers of crime (Victims, Offenders, Locations & Times)

- Develop with local partners and the community an effective 100 day Ward Policing
- Plan based on evidence based practice - targeting interventions which will have the most disproportionate impact

- Identify the key outcome measures of success
- Through a range of means consult with and present the plan to stakeholders, including colleagues, partners, local business people and residents
- Liaise effectively with MPS colleagues to deliver all aspects of the Policing Plan – including presentation to senior officers and colleagues
- Be a positive agent for change in the community

3. DELIVER – Deliver the Ward Policing Plan and conduct the duties and tasks of a Police Constable
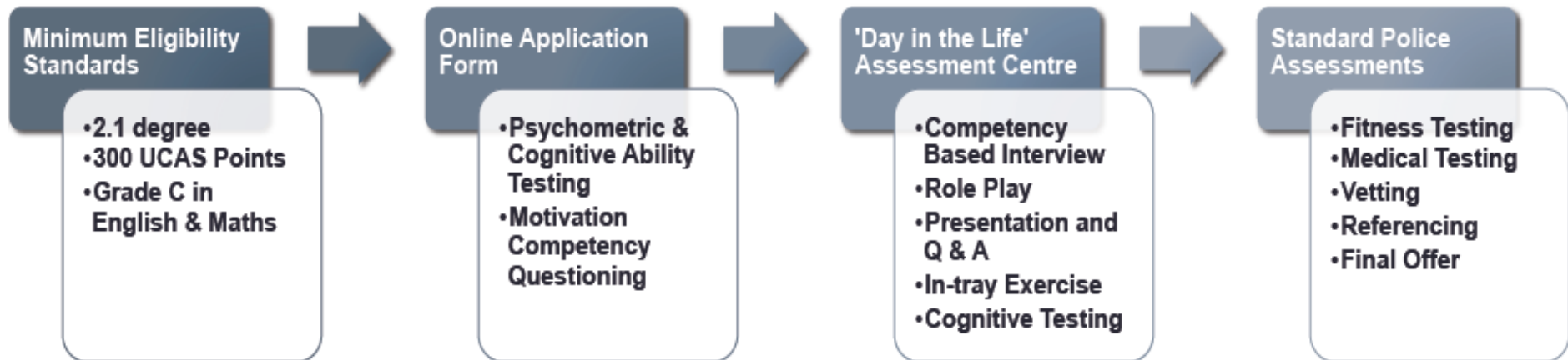
- Lead locally based policing operations and problem solving approaches (for example local regeneration projects, youth crime diversion programmes etc.) in accordance with the Ward Policing Plan
- Deliver neighborhood promises and priorities on behalf of, and in partnership with, the MPS partner agencies and the local community
- Develop, engage with and support community partnerships
- Patrol the Ward providing effective visibility in accordance with the Ward Policing Plan
- Provide an effective initial response to crime, anti-social behaviour and other incidents – including the preservation of life, interviewing and arresting suspects, interviewing witnesses and victims and securing evidence conduct primary & secondary investigations – including progressing cases through the criminal justice process
- Incorporate outstanding and empathetic victim care in all policing activities
- Identify and police offenders within the community
- Support the response to critical incidents

4: MONITOR & TAKE FEEDBACK – Review the Ward Policing Plan and evaluate what works and what doesn't

- Evaluate the impact of operations and problem solving approaches
- Using operations and problem solving work contribute to the development of evidence based policing practice including completing publications where possible
- Represent the MPS at meetings with stakeholders, residents and partners – take regular feedback and act proactively on it
- Be a role model within the local community
- Use social media and other innovative means of effectively communicating with the public and stakeholders - in particular enabling the communication with hard to reach groups and young people to understand if the plan is working or not and how it is being received.

Appendix B

2015 Police Now Programme Assessment Process

Minimum Eligibility Standards	→	Online Application Form	→	'Day in the Life' Assessment Centre	→	Standard Police Assessments
•2.1 degree •300 UCAS Points •Grade C in English & Maths		•Psychometric & Cognitive Ability Testing •Motivation Competency Questioning		•Competency Based Interview •Role Play •Presentation and Q & A •In-tray Exercise •Cognitive Testing		•Fitness Testing •Medical Testing •Vetting •Referencing •Final Offer

Appendix C

Public Attitude Survey questions relating to public confidence and neighbourhood policing

1. Taking everything into account, how good a job do you think the police in this area are doing? {1=Excellent, 2=Good, 3=Fair, 4=Poor, 5=Very poor}

2. Do you know how to contact your local policing team? {Yes/No}

3. How well informed do you feel about what the police in this area have been doing over the last 12 months? {1=Very well informed, 2=Fairly well informed, 3=Not at all informed}

4. To what extent do you agree with these statements about the police in this area? {1=Strongly agree, 2=Agree, 3=Neither agree nor disagree, 4=Disagree, 5=Strongly Disagree}
   a. They can be relied on to be there when you need them
   b. The police in this area treat everyone fairly regardless of who they are
   c. They are dealing with the things that matter to people in this community

5. The police in this area listen to the concerns of local people {1=Strongly agree, 2=Agree, 3=Neither agree nor disagree, 4=Disagree, 5=Strongly Disagree}

6. How much of a problem are…? {1=Very big problem, 2=Fairly big problem, 3=Not a very big problem, 4=Not a problem at all}
   a. Vandalism, graffiti and other deliberate damage to property or vehicles
   b. People using or dealing drugs
   c. People being drunk or rowdy in public places

7. To what extent are you worried about crime in this area? {1=Very worried, 2=Fairly worried, 3=Not very worried, 4=Not at all worried}

8. How safe do you feel walking alone in this area after dark? {1=Very safe, 2=Fairly safe, 3=Fairly unsafe, 4=Very unsafe}

Appendix D

Evidence Based Policing Rating Criteria for 100 Day Impact Assessments

<u>Using Evidence</u>

1. Was a review of relevant literature carried out?

2. Were lessons from the literature incorporated into project design?

<u>Rationale</u>

3. Is there a clear problem that has been verified by data?

4. Is project success clearly defined?

<u>Delivery</u>

5. Was the project delivered as expected?

6. Was data captured throughout?

<u>Measuring Outcomes</u>

7. Have outcomes been clearly measured?

8. What methodology was used to measure outcomes?

8a. Process: What data collection methods were used (e.g., interviews, surveys, focus groups, observations)?

8b. Process: How many participants were included?

8c. Process: What type of participants were included (e.g., residents, business owners, Local Authority staff)?

8d. Process: How was data analysed (e.g., thematic analysis, no evidence of thematic analysis)?

8e. Impact: What type of impact methodology was used?

8f. Impact: How many participants/cases were included?

8g. Impact: Timeframes of monitoring (e.g., 6 months before vs. 6 months after)?

8h. Impact: How was data analysed (e.g., basic numerical analysis, basic statistical tests, advanced statistical tests, no evidence of analysis)?

<u>Interpretation</u>

9. Are caveats outlined (e.g., sample size, lack of comparison, timeframes)?

10. Are appropriate interpretations made?

Appendix E

Question	Tracker Survey 1 July 2015 (n=69)	Tracker Survey 2 Oct 2015 (n=45)	Tracker Survey 3 July 2016 (n=38)	Tracker Survey 4 Feb 2017 (n=23)	% change
At this stage, how satisfied are you that your chosen career as a police officer is right for you? (% very/fairly satisfied)	92.7%	76.1%	76.3%	78.3%	-14.4%
I am satisfied with my current job	n/a	78.2%	73.7%	69.6%	-8.6%
I feel motivated at work	n/a	82.6%	76.4%	65.2%	-17.4%
I see myself spending my whole career in the MPS	65.0%	32.6%	31.6%	52.2%	-12.8%
The MPS is a good organisation to work for	n/a	76.0%	57.9%	52.2%	-23.8%
I feel a sense of loyalty to the MPS	n/a	78.3%	73.7%	73.9%	-4.4%
It is clear to me what our organisational goals are	n/a	65.2%	44.7%	47.8%	-17.4%
If I contacted the MPS as a member of the public I would be confident of receiving a good service	75.4%	63.0%	50%	34.8%	-40.6%
I am proud to work for the MPS	n/a	93.5%	86.9%	87.0%	-6.5%
Being concerned about customer service should not be a big part of a police officer's job	7.2%	17.7%	21.0%	18.2%	11.0%
Officers should treat everyone with the same level of respect regardless of how they behave towards the police	94.2%	86.6%	73.7%	77.3%	-16.9%
Good police-community relations has no effect on the crime rate	2.9%	4.4%	10.5%	4.6%	1.7%
Neighbourhood policing is not 'real' policing	2.8%	0%	2.6%	0%	-2.8%
Some victims of crime are more deserving of a good service than others	2.9%	2.2%	7.9%	13.6%	10.7%
There are certain communities that do little to deserve the respect of the police	n/a	4.3%	2.6%	4.6%	0.3%
At this stage, to what extent do you agree that you understand the needs of the community you serve?	n/a	78.3%	94.7%	90.9%	12.6%
I have confidence in the leadership provided by my local senior leadership team	n/a	65.2%	44.8%	54.6%	-10.6%
I have confidence in the leadership provided by the senior leaders in the MPS	n/a	73.9%	36.8%	36.4%	-37.5%
Senior managers are out of touch with what is happening on the front-line	n/a	23.9%	47.4%	45.5%	21.6%
The values of the MPS are reflected in the behaviour of my local senior leadership team	n/a	67.4%	55.3%	54.6%	-12.8%
Managers on my borough treat all staff fairly, regardless of their background	n/a	76.1%	63.2%	72.7%	-3.4%
At this stage, how satisfied are you with the level of leadership and support you have received from your line manager? (% very/fairly satisfied)	n/a	73.9%	78.9%	90.9%	17.0%
My line manager gives regular and constructive feedback on my performance	n/a	43.5%	57.9%	68.2%	24.7%
I feel respected by my line manager	n/a	76.0%	86.8%	90.9%	14.9%
I feel comfortable expressing my opinion to people more senior than me	n/a	76.1%	76.3%	77.3%	1.2%

I am encouraged to use my discretion when making decisions	n/a	76.0%	73.7%	81.8%	5.8%
I am treated with respect by my colleagues on borough	n/a	71.8%	86.8%	72.7%	0.9%
I achieve a good balance between my work life and private life	n/a	50.0%	47.4%	45.5%	-4.5%
I am given the resources and equipment I need to do my job	n/a	37.0%	18.4%	18.2%	-18.8%
I am rewarded fairly for the work I do	n/a	45.7%	31.6%	18.2%	-27.5%
There is a positive atmosphere among the people I work with	n/a	56.5%	39.5%	50.0%	-6.5%
The amount of work I am expected to do is fair	n/a	76.1%	36.8%	50.0%	-26.1%
Serving as a police officer is not as exciting as I anticipated	n/a	30.4%	23.7%	31.8%	1.4%
In my role I am encouraged to develop innovative solutions to problems	n/a	71.7%	73.7%	63.6%	-8.1%
In my role I am able to positively influence local crime patterns	n/a	54.4%	60.6%	59.1%	4.7%
In my role I am able to positive influence community confidence in the police	n/a	82.6%	81.6%	63.6%	-19.0%
There is no point in officers trying to convince some communities in London that the police can be trusted	0%	2.2%	2.2%	9.1%	6.9%
It is important that the MPS workforce 'looks and feels' like the diverse communities that it serves	88.4%	77.7%	76.1%	63.6%	-24.8%
There is a stigma attached to being part of the Police Now programme	n/a	54.3%	52.7%	50.0%	-4.3%
When meeting new colleagues I feel comfortable disclosing that I am part of the Police Now programme	n/a	47.8%	39.5%	50.0%	2.2%
I feel a sense of loyalty to Police Now	n/a	82.6%	71.1%	63.6%	-19.0%
I have a strong bond with my fellow Police Now colleagues	n/a	89.1%	65.8%	68.2%	-20.9%
I talk positively about Police Now when I speak to other people	n/a	82.6%	76.4%	72.7%	-9.9%
I would encourage other graduates to join Police Now	n/a	95.7%	81.6%	72.7%	-23.0%
I feel I have been accepted by colleagues on my borough	n/a	74.0%	92.1%	86.4%	12.4%
It is clear to me what the goals of Police Now are	n/a	86.9%	89.5%	86.4%	-0.5%
The Police Now team are working hard to make the programme a success	n/a	100.0%	94.7%	90.9%	-9.1%
In terms of your professional development, how satisfied are you with the level of support you have received from the MPS since completing the Summer Academy?	n/a	66.7%	42.2%	54.6%	-12.1%

Note: figures represent % strongly agree/agree unless otherwise stated; n/a=not asked in that wave of the survey

Appendix F

Public Attitude Survey Data – Police Now and Comparison Wards

	Police Now Wards			Comparison Wards		
	Oct 14-Sep 15 n=1,450	Oct 15-Sep 16 n=1,282	Change	Oct 14-Sep 15 n=2,319	Oct 15-Sep 16 n=1,899	Change
Taking everything into account, how good a job do you think the police in this area are doing? (% Excellent/Good)	61.8%	64.1%	2.3%	65.1%	68.5%	3.4%*
Do you know how to contact your local policing team? (% Yes)	45.4%	37.4%	-8.0%*	39.8%	36.7%	-3.1%*
How well informed do you feel about what the police in this area have been doing over the last 12 months? (% Very/Fairly well informed)	41.5%	41.2%	-0.3%	41.5%	41.1%	-0.4%
They can be relied on to be there when you need them	74.9%	77.0%	2.1%	75.5%	79.2%	3.7%*
The police in this area treat everyone fairly regardless of who they are	71.5%	74.4%	2.9%	72.0%	78.0%	6.0%*
They are dealing with the things that matter to people in this community	68.9%	72.7%	3.8%*	70.7%	75.2%	4.5%*
The police in this area listen to the concerns of local people	72.8%	75.0%	2.2%	70.5%	78.0%	7.5%*
How much of a problem are…? (% Not a very big problem/Not a problem at all)						
Vandalism, graffiti and other deliberate damage to property of vehicles	82.5%	81.1%	-1.4%	84.6%	82.5%	-2.1%
People using or dealing drugs	66.7%	61.0%	-5.7%*	69.7%	72.3%	2.6%
People being drunk or rowdy in public places	73.3%	68.5%	-4.8%*	78.2%	78.2%	0.0%
To what extent are you worried about crime in this area? (% Not very/Not at all worried)	58.3%	62.2%	3.9%*	62.9%	66.0%	3.1%*
How safe do you feel walking alone in this area after dark? (% Very/Fairly safe)	77.1%	77.4%	0.3%	77.9%	80.2%	2.3%

Note: figures represent % strongly agree/agree unless otherwise stated; *Change is significant at the *p*<.05 level

Public Attitude Survey Data – Age Comparison

	Police Now Wards						Comparison Wards					
	16-24 year olds			25+ year olds			16-24 year olds			25+ year olds		
	Oct 14-Sep 15 n=206	Oct 15-Sep 16 n=202	Change	Oct 14-Sep 15 n=1,238	Oct 15-Sep 16 n=1,078	Change	Oct 14-Sep 15 n=276	Oct 15-Sep 16 n=237	Change	Oct 14-Sep 15 n=2,029	Oct 15-Sep 16 n=1,658	Change
Taking everything into account, how good a job do you think the police in this area are doing?	51.9%	66.4%	14.5%*	64.1%	63.6%	-0.5%	66.2%	70.6%	4.4%	64.8%	68.0%	3.2%*
Do you know how to contact your local policing team?	43.8%	33.0%	-10.8%*	46.0%	38.4%	-10.2%*	37.8%	37.2%	-0.6%	40.2%	36.6%	-3.6%*
How well informed do you feel about what the police in this area have been doing over the last 12 months?	30.5%	37.6%	7.1%	44.0%	42.2%	-1.8%	37.3%	34.9%	-2.4%	42.5%	42.4%	-0.1%
They can be relied on to be there when you need them	75.0%	79.6%	4.6%	74.9%	76.4%	1.5%	75.5%	79.2%	3.7%	75.7%	79.3%	3.6%*
The police in this area treat everyone fairly regardless of who they are	66.7%	76.8%	10.1%*	72.7%	73.8%	1.4%	66.1%	76.2%	10.1%*	73.3%	78.5%	5.2%*
They are dealing with the things that matter to people in this community	66.0%	71.7%	5.7%	69.5%	72.9%	3.4%	69.8%	81.2%	11.4%*	70.9%	74.1%	3.2%*
The police in this area listen to the concerns of local people	69.9%	75.4%	5.5%	73.7%	74.9%	1.2%	68.7%	80.0%	11.3%*	71.0%	77.6%	6.6%*

*Change is significant at the $p<.05$ level

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