

Head of Frontline Leadership Programme & Alumni

JOB PACK

POLICE:NOW
INFLUENCE FOR GENERATIONS

THE POLICE NOW MISSION

Our mission is to transform communities, reduce crime and anti-social behaviour, and increase the public's confidence in the police service by recruiting, developing and inspiring outstanding and diverse leaders in society and on the policing frontline.

We are working towards a day when every community, whatever the socio-economic background of its residents, can thrive without being fearful of crime. We are looking for talented, committed and mission-aligned individuals who will drive us towards achieving our ambitions.

Police Now recruits and trains graduates and career changers with leadership potential to become inspirational police officers and outstanding crime fighters on our National Graduate Leadership Programme and our National Detective Programme. Beyond these programmes, our officers may join our Frontline Leadership Programme and be further developed giving them the best possible chance to progress through the policing ranks and have a lifelong connection with us.

Our 115-strong not-for-profit organisation aims to create systemic change. We need highly capable impactful staff to support the recruitment and development of our officers and to cultivate strong relationships with partner forces and the wider sector.

OUR ETHOS

We hold ourselves and each other accountable for demonstrating **Police Now's Leadership Principles** through our actions:

- **Mission at the heart of everything we do:** we prioritise the mission in every decision we make, so that our actions are always contributing towards our goal of transforming communities through the people we bring into and progress through policing.
- **Integrity and honesty:** we act with integrity in everything we do, building relationships based on trust and respect; we communicate candidly, giving honest and compassionate feedback to each other so we can improve, and develop our talent.
- **Delivering the highest quality:** we are dedicated to delivering outstanding quality and professionalism to our partners, participants and candidates; we nurture and develop positive long-term relationships that are valued by our customers.
- **A passion for making an impact in policing:** we learn all we can about the experiences and challenges of frontline officers and participants, so that we can improve our programmes and maximise our impact on crime and confidence.
- **Innovative and open-minded:** we believe that anything is possible, including positive, lasting change in policing and communities; we empower and challenge each other to innovate across our work and programmes.
- **Personal responsibility:** we take personal responsibility for accelerating progress and solving problems, and to collaborate with colleagues across Police Now to deliver our commitments and goals.
- **Embrace diversity:** we value and celebrate everyone's diverse backgrounds, talents and leadership, and seek out different viewpoints and perspectives; we use these to educate ourselves and to inform decision-making.
- **Value the investment of public money:** we work hard to earn and be trusted with limited public resources; we actively prioritise activities that make the biggest impact towards our mission, and spend intelligently to make every penny count.

DIVERSITY AND INCLUSION

Police Now touches the lives of the public through our work. In every element of our programmes, our work with forces and partners, and our HQ activities, we want to ensure that demography does not equal destiny. It is important that our workforce reflects the communities that we serve and are empowered to contribute their best. We are an equal opportunities employer committed to diversity and inclusion in policing and our Head Office.

What have we done?

- We appointed an Executive Sponsor for Diversity and Inclusion, Chief Marketing Officer Clare Power. We also established a Diversity and Inclusion Board Committee in 2020.
- We utilise an accessibility toolkit within our application system that allow candidates to amend their page view to suit their needs, such as downloading audio files, change language settings, and amend font size and colours.
- We 'blind screen' to help remove potential implicit bias or adverse impact at the screening stages
- We assess genuine commitment and understanding to diversity and inclusivity throughout our recruitment stages.
- Diversity and inclusion is embedded in our performance and promotion frameworks as a key performance area.
- We complete an annual gender and ethnicity pay gap report.
- We measure both the representation and success of underrepresented groups on our programmes and within headquarters and interrogate the data so we can improve.

THE ROLE: PURPOSE

Title: Head of Frontline Leadership Programme and Alumni

Reports to: Programmes Director

Salary range: £63,000 to £81,000 per annum, dependent on experience

Contract: Permanent, full-time

Start date: ASAP

Location: 2 – 3 days a week attendance in the London office will be required. The role also requires monthly travel to Birmingham for events, as well as national travel on occasion

Closing date: Wednesday 6th March at 10am

The purpose of this role

Police Now seeks an exceptional individual to lead the delivery and evolution of our Frontline Leadership Programme, as well as lead the alumni offer for graduates of our two-year National Detective Programme and National Graduate Leadership Programme. The one-year Frontline Leadership Programme (FLP) aims to develop diverse cohorts of serving constables from forces across the country to be ethical, effective leaders, and to support them to rapidly achieve promotion to sergeant. The FLP combines five dynamic, in-person taught days over the course of the year with bespoke online modules, alongside 121 online support sessions with a Police Now coach which are tailored to the individual officer's needs. Separately, we are seeking to retain as many of our graduate programme alumni within policing as possible, ensuring Police Now officers have a lasting impact on the service. We support alumni to develop their skills and progress within policing, particularly by gaining promotion. This role represents a genuine opportunity to influence the policing leaders of the future who can drive the cultural change that policing needs.

The role comprises five main parts:

- **Role model** Police Now's mission, strategy, values and leadership principles. As a member of the senior leadership team, you will have collective responsibility for the strategy and direction of the organisation, ensuring that it is a role model of leadership, integrity, wellbeing, efficiency and effectiveness, in policing and beyond. You will also lead and develop your own team of c9 individuals to enable them to thrive within their roles.
- **Communicate** effectively, energetically and inspirationally, advocating and representing the FLP and our alumni work with a wide range of internal and external stakeholders, ranging from programme participants and alumni through to force contacts and other internal teams.
- **Deliver** an outstanding Frontline Leadership Programme, with multiple cohorts running each year, which equips participants with excellent police leadership and people management skills, and the understanding of how to deploy those skills and abilities in ethical and procedurally just ways that increase public confidence and police legitimacy.
- **Deliver** an excellent alumni offering for graduates of our two graduate programmes (neighbourhoods and detectives), continuing their leadership development journey, and putting interventions in place to maximise the number of alumni who stay and progress up the ranks within policing.
- **Collaborate** internally and externally to evaluate programme delivery and then design and iterate the Frontline Leadership Programme and our alumni offer year-on-year, so that it continues to be successful, measured against Police Now's mission, strategy, participant experience and police force/stakeholder requirements.

THE ROLE: RESPONSIBILITIES

What you'll do

ROLE MODEL

- Inspire your team (currently 9 individuals), including three direct reports, hundreds of programme participants, and colleagues from partner forces and stakeholders. Be a powerful advocate for modern police leadership, and the transformational change that can be achieved when it is delivered well. Effectively, energetically and authentically communicate Police Now's mission, our theory of change, strategy and vision so that those experiencing our programmes, delivering our programmes and supporting our programmes believe that a more effective, more legitimate, more just police service can be a reality in the future.
- Act as an effective senior leader and line manager to the FLP and Alumni team and wider Programmes directorate, supporting and developing your direct and indirect reports to deliver outstanding results and improve their own skills, knowledge and abilities. Make plans for the future of your team, ensuring sufficient team resilience to avoid unforeseen events impacting on programme delivery.
- Lead your team to ensure they are confident and equipped in their roles and are able to effectively project-manage the delivery of each FLP cohort, and continuously support our graduate programme alumni. Holding responsibility for all Police Now's activity beyond the two-year graduate programmes, you will ensure the importance of alumni retention and progression is clearly understood and that this is considered a priority across the organisation.

DELIVER

- Deliver two overlapping cohorts of the FLP each year, with the potential for future growth, to a standard of excellence measured against Police Now's mission, theory of change, strategy, priorities and the views of programme participants, partner forces, stakeholders and colleagues.
- Oversee programme delivery, quality assuring the curriculum and content of the Taught Days to ensure the FLP remains a first-class product. Achieve the primary aims of the FLP, which are to equip programme participants with the skills to be effective and ethical police leaders, and support them to quickly achieve sergeant rank in order that they can put these skills into practice, with a particular focus on women and ethnic minority officers who are currently underrepresented in more senior police ranks.
- Separate from the FLP, you will lead our alumni offer for those officers who have completed our neighbourhood or detective programme. Currently this includes providing support for high-achieving constables to attain a place on the College of Policing's constable to inspector fast-track programme, and more broadly supporting our alumni to remain and progress within policing, focusing especially on increasing the number of alumni at higher ranks, thus maximising Police Now's influence on the police service.
- Have a clear understanding of the participant journey through the FLP, ensure the programme is provides an excellent participant experience and is sufficiently flexible to support constables, who are at different stages of their promotion journey, to thrive and progress toward sergeant rank and beyond

THE ROLE: RESPONSIBILITIES

What you'll do (continued)

- Oversee robust participant risk and progress tracking systems, including ensuring the seamless transfer of responsibility for new alumni as they complete either of the two graduate programmes.
- Ensure the FLP includes excellent remote learning content, which complements outstanding in-person delivery. Given the FLP is for busy, serving officers, making sure that our online learning materials are accessible, efficient and user-friendly is of paramount importance.
- Maintain accurate data on our graduate programme alumni retention, promotion and development, enabled by fostering strong relationships with force partners. Monitor trends and regularly report on progress in partnership with other internal departments.
- You will set the team budget based on required activity, ensuring that spend is forecast accurately, and then own this throughout the financial year ensuring effective tracking of spend and reforecasting if required, procurement for goods and services is robust and value for money is achieved.

COLLABORATE

- Work in partnership with the Programmes Director and the heads of the two graduate programmes to ensure consistency, efficiency and best practice is achieved between the three programmes.
- Work with colleagues within and across departments to evaluate the FLP and make recommendations to the Programmes Director and Senior Leadership Team to iterate, innovate and improve the design and delivery of the programme and our alumni offering year-on-year, including possible growth in future years. Close collaboration and alignment with our Recruitment and Marketing team and Force Partnerships team is also vital to ensure a consistent and exceptional service to participants and forces.
- As a member of the Senior Leadership Team, you will contribute to the formation of Police Now's strategy and influence major decisions. You must be able to communicate and explain our strategy and priorities to your team, as well as to partner forces and other stakeholders. You will role model our values and leadership principles, provide feedback and support to your senior peers and the executive team. You will act as an escalation point for colleagues across the organisation including, from time-to-time, making ethical, logical, reasoned decisions on urgent matters outside of your functional expertise.
- Be an expert on Police Now's three programmes and how they fit into the wider policing landscape, being knowledgeable on other entry routes into policing and continuous professional development programmes, including promotion processes, within and across forces. Be able to explain in detail to colleagues, partner forces and stakeholders, how the FLP and our alumni offer help to drive lasting cultural change in policing.

THE ROLE: ESSENTIAL

What you'll need – the essential requirements

- **Experience of leading medium-sized teams:** Demonstrable experience of authentically and successfully leading multi-disciplinary teams in complex environments, ideally for a mission-driven purpose, to build positive cultures and unlock discretionary effort, and thereby create outstanding results, at speed, involving complexity, and against adversity.
- **Project management:** the ability to oversee large and complex projects, including management of decisions, timelines, interdependencies and risks, coordinating your team and working closely with others across the organisation to ensure that programme deliverables are achieved on time and to the required standard.
- **Diversity & Inclusion:** Experience of leading and positively influencing a diverse and inclusive workplace, with a particularly strong understanding of women and ethnic minority officers within policing, and the barriers faced by these groups.
- **Budget management:** The ability to set and manage large budgets, including high-value procurement, and the need to make difficult choices so that every pound counts.
- **Strategic thinking and innovation:** the ability to think strategically, grasping the bigger picture and acting on it, to reflect honestly on the performance of self and others and to alter own behaviour and feedback accordingly, and to critically analyse and problem-solve logically and effectively.
- **Understanding of Police Now's mission:** Genuine emotional and intellectual connection with, belief in and understanding of, Police Now's mission, theory of change, leadership principles and strategy of quality, differentiation and sustainability. You should be prepared to explain this in some detail if invited to interview.
- **Knowledge of the strategic policing landscape,** including how policing in England and Wales comprises a blend of the 43 territorial police forces, several thematic forces, and national institutions, and an understanding of how they intersect.
- **An understanding of outstanding public service delivery,** and what this would look like for the Frontline Leadership Programme and participants. This could be gained from policing or other public service role.
- **Outstanding written and oral communication skills;** including the ability to convey complex concepts in a simple and compelling manner appropriately to a range of audiences via public speaking to large audiences, in person and online, briefing notes and business cases.
- **Integrity:** A firm commitment to organisational justice and the value and ethical imperative of diverse teams and organisations, acting with integrity at the heart of decision-making and communication.
- **Willingness to travel:** the ability to travel and stay overnight to deliver FLP Taught Days, currently taking place in Birmingham on a monthly basis. Other travel will be required, including to attend force meetings or programme events throughout the year, which may require overnight stays.

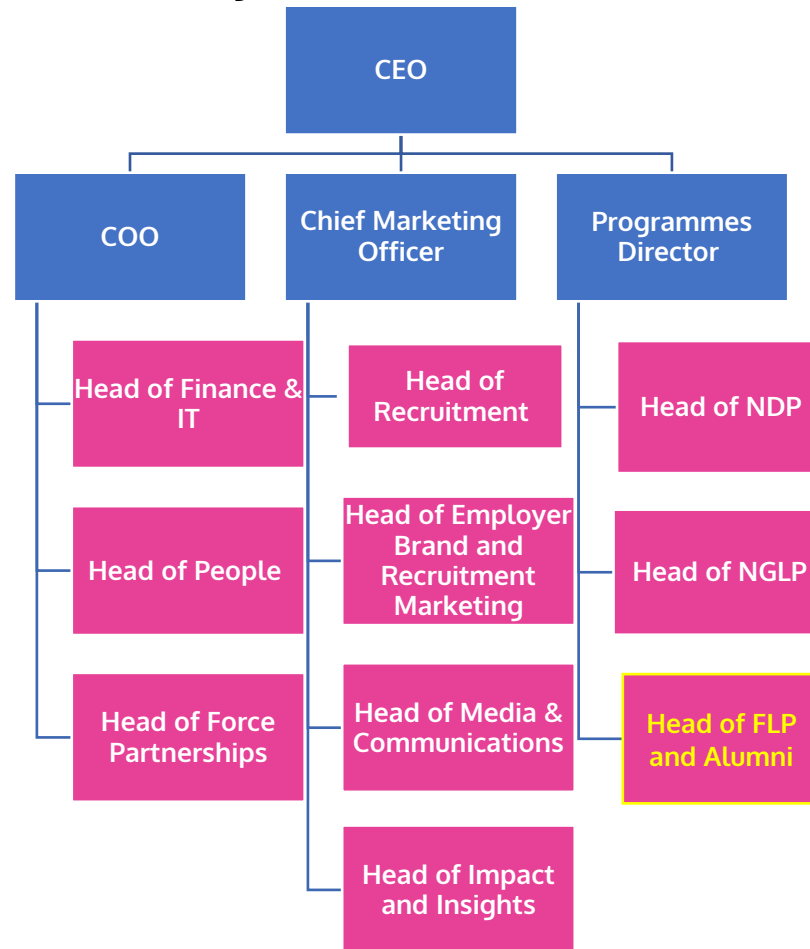
THE ROLE: DESIRABLE

What you'll need – the desirable requirements

- **Policing experience**, either as a police officer, or working within a policing organisation in a managerial capacity, with a strong understanding of the requirements of the sergeant and inspector ranks.
- **Event leadership**: Experience of planning and leading large (100+ attendees), full-day events which ensure an outstanding participant experience.
- **Experience in learning/education**: It would be beneficial to have experience of working in, or at least a clear understanding of, learning and development within a public sector context.
- **Contracting**: Experience of contractual negotiations with customers or suppliers at high-value.
- **Alumni relations**: An understanding of alumni communities and how to maintain strong connections with individuals who are no longer formally enrolled on a programme.
- **IT Skills**: Proficiency in use of the Microsoft Office suite of IT applications and Salesforce, or equivalent CRM software.

SENIOR LEADERSHIP TEAM STRUCTURE

This position forms part of the organisational Senior Leadership Team. The current Senior Leadership Team structure is set out below for your information. Please note, this is subject to change from time-to-time based on the needs of the organisation.



ORGANISATIONAL STRATEGY

Police Now's Strategy

Police Now's organisational strategy is built on three pillars:

- **Quality:** the very best talent, from the best universities, at the highest possible diversity, trained and developed to a standard of excellence; *an exceptional national talent pipeline for policing, of brilliant people with iron integrity that would not otherwise have considered a police career.*
- **Differentiation:** the attraction of the very best candidates; levels of diversity that considerably exceed what police forces nationally deliver; using our award-winning national brand, that are included into forces but do not lose their difference; higher retention and a greater focus on leadership; and clear integration between operational and academic learning in our programmes.
- **Sustainability:** scale commensurate with quality, high efficiency and productivity, robust succession planning and sound finances.

Police Now's Programme Aims

Both the National Graduate Leadership Programme and the National Detective Programme aim to:

1. Recruit and retain brilliant talent at the highest possible diversity.
2. Equip programme participants with the core policing and investigative skills ('gateway skills') to be excellent uniform constables and neighbourhood problem-solvers *or* detective constables as appropriate.
3. Instil in programme participants a role modelling culture of organisational justice inside the police station and procedural justice on the street.
4. Reduce crime and anti-social behaviour and increase public confidence in the police service (National Graduate Leadership) *or* deliver increased public and victim satisfaction through utilising a problem-solving mindset, identifying vulnerability and managing risk (National Detective).
5. Act as a springboard for future promotion, lateral development and leadership without rank.

Police Now's Organisational Priorities

During 2023/24, Police Now's top five organisational priorities are to:

1. Be an organisational role model of leadership, integrity, wellbeing, efficiency and effectiveness, in policing and beyond.
2. Recruit brilliant and diverse talent onto our programmes, into policing, and into Police Now Headquarters.
3. Deliver outstanding Police Now academies.
4. Maintain and create strong, honest relationships with police forces and key stakeholders.
5. Continue to operate in a financially sustainable manner.

HOW TO APPLY

How to apply - please [click here](#) and submit your application

What you can expect from our hiring process

The process may vary slightly to test for specific requirements; however, you should expect the following:

- Submission of your CV and an application form
- A short telephone interview
- One or more face-to-face interviews

Application deadline

10am on Wednesday 6th March

Interview dates:

Telephone interview: Thurs 7th and Fri 8th March

First stage interview: Tues 12th– Thurs 14th March

Final stage interview: Weds 20th – Thurs 21st March

Please note these dates may be subject to change

Need further help?

If you have any questions, or would like to discuss any reasonable adjustments, contact us by emailing careers@policenow.org.uk.

We view workforce diversity as a business imperative and strongly encourage applicants from all backgrounds and walks of life, particularly those who identify as an ethnic minority in the UK.

OUR BENEFITS

Holiday



- 27 days of annual leave plus bank holiday
- One month paid sabbatical after five years' service
- Enhanced parental leave pay for employees with 1+ or 2+ years

Flexible working



- Hybrid working model with both work from home and office working opportunities
- Opportunity for flexibility around core working hours 10:00-16:00 where required

Health and wellbeing



- Award winning Vitality Health insurance including access to an Employee Assistant Programme, and a large array of health, food and hospitality discounts
- Monthly mental health coaching sessions
- Access to cycle to work and smart tech schemes. Free VDU eye test and Occupational Health support assessments.

Learning and development



- Access to a central fund to support personal development and training
- Diversity and Inclusion training
- Regular Lunch and Learn sessions

Community and Events



- Twice yearly All Staff Away Day
- Access to staff affinity networks
- Monthly All Staff 'Forum' to discuss organisational performance and strategy

Pay and pension



- Clear and competitive salary structures, split by band, across the organisation.
- A pension with 6% employer contribution, with a 2% employee contribution

40 INDUSTRY AWARDS

Including:

- The Times Top 100 Graduate Employers 2018-2023
- Institute of Student Employer Awards 2022
Commitment to Improving Diversity through Student Resourcing
- HR Excellence Awards 2022
Best Diversity and Inclusion Strategy
- CIPD People Management Awards 2021:
Best Learning and Development Initiative - public/third sector
and Best Inclusion and Diversity Initiative
- Personnel Today Awards 2021
Graduate Scheme of the Year 2021
- Recruiter Awards 2021
Best Graduate Recruitment Strategy
- Institute of Student Employers Awards 2021
Innovation in Attraction, Best Attraction Campaign
- TARGETjobs National Graduate Recruitment Awards 2021:
Best Diversity and Inclusion Strategy and The Rising Star

On average we receive 10,000+ applications per programme for up to 250 placements. These could be your future officers.



OUR MEMBERSHIPS



The Prince's Responsible Business Network

Race at Work Charter signatory



From Business Disability Forum

