

HEAD OF THE NATIONAL GRADUATE LEADERSHIP PROGRAMME

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, currently our 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 & promotion frameworks as a key performance area.
- We complete a twice-yearly 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 the National Graduate Leadership Programme

Reports to: Programmes Director

Salary range: £64,000 to £81,000 per annum, dependent on experience, plus £4,000 London weighting if applicable

The purpose of this role

Police Now seeks an exceptional individual to lead the delivery and future design of the National Graduate Leadership Programme (NGLP). This two-year programme aims to train, develop and support brilliant and diverse graduates to be outstanding neighbourhood police officers who will help to change policing culture for the better. Our participants tackle entrenched local problems, and in doing so aim to cut crime and anti-social behaviour and increase police legitimacy in the interest of long-term community transformation. The programme also acts as a talent pipeline for the police service, and participants are supported to develop both their leadership capability and operational policing skills to progress laterally and vertically through policing over time. This role represents the genuine opportunity to influence the future of police constable recruitment and training given Police Now's role as a lead and innovator in this space.

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 we are a role model of leadership, integrity and diversity, wellbeing, efficiency and effectiveness, in policing and beyond.
- **Communicate** effectively, energetically and inspirationally, advocating and representing the programme with a wide range of internal and external stakeholders ranging from participants through to force contacts and internal teams.
- **Deliver** an excellent two-year programme of ongoing learning, support and professional development throughout the two-year probationary period that participants undertake following the academy, including working closely with partner forces to resolve challenges that participants may face.
- **Deliver** an outstanding residential NGLP academy each year, which equips participants with excellent core policing and strong neighbourhood problem solving skills and the understanding of how to deploy those skills and abilities in ethical, organisational and procedurally just ways that increase public confidence and police legitimacy.
- **Collaborate** internally and externally to evaluate programme delivery and then design and iterate the NGLP year on year so that it continues to be successful, measured against Police Now's mission, strategy, participant experience and police force and stakeholder requirements.

Start date: June 2024

Location: Regular attendance at our London office, with an onsite requirement for our residential training academy between mid-July and early September

Closing date: 10am on Tuesday, 28th May 2024

Contract: Permanent, full-time

THE ROLE: RESPONSIBILITIES

What you'll do

ROLE MODEL

- Inspire your team (c. 20 individuals), programme participants, colleagues from partner forces and stakeholders as a powerful advocate for neighbourhood policing and leadership, and the transformational change to communities and to policing itself that both can achieve when 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.
- Be an inspirational and effective senior leader and line manager to the NGLP team and within the wider programmes directorate, supporting and developing your direct reports and wider team to deliver outstanding results and improve their own skills, knowledge and abilities, and succession plan for the future to ensure sufficient team resilience to avoid unforeseen events impacting on programme delivery.
- Support your team to effectively project manage the delivery of each NGLP cohort from the academy right through to graduation at the end of the programme. Holding responsibility for the end-to-end participant journey, you will drive innovation and strategic decision making to ensure participant experience and performance remains high, and that risks are identified, monitored, mitigated and eliminated.

DELIVER

- Deliver the NGLP Academy each year, to a standard of excellence measured against Police Now's mission, theory of change, strategy, programme aims and the views of participants, partner forces, stakeholders and colleagues. You will oversee delivery as Head of Academy, leading a team onsite of circa 250 individuals comprising Police Now employees, seconded inspectors and sergeants from partner forces, and programme participants. You will make the strategic, tactical and operational decisions necessary to keep the academy running effectively, delegating where appropriate and collaborating with colleagues and escalating risks and decisions to the Programmes Director where necessary.
- Oversee the delivery of the post-academy programme, which includes a series of whole-cohort events where all participants come together to showcase their impact, share best practice and eventually graduate from the programme; an extensive participant support and professional development offer ranging from coaching to group problem solving and practical individual support; and the ongoing learning that participants take part in via online learning and assessments.
- Ensure a high quality and purposeful participant journey is delivered through the two-year programme, implementing excellent teaching, learning and operational interventions across the length and breadth of each programme to maximise participant performance, development, wellbeing and impact in their communities and teams. This also involves co-designing enabling activities for the programme, carried out by other teams.

THE ROLE: RESPONSIBILITIES

What you'll do (continued) .

- Oversee participant risk, data and progress tracking systems so that overall progress and risk data is captured and understood to support knowledge of participant performance, acting accordingly with interventions and activities to support high success and retention rates. This also includes proactive support for participants from under-represented groups who often face additional barriers whilst on the programme
- Utilise the right balance of physical and digital delivery methods and use the right channels and systems to achieve our programme objectives. We place great value on inspiring and impactful in-person interactions, supported by excellent learning technology.
- Set and monitor the NGLP 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.

COLLABORATION

- Work in close partnership with the Programme Director, Head of the National Detective Programme and Head of the Frontline Leadership Programme & Alumni as a leadership team to ensure consistency, efficiency and best practice is achieved between the programmes and participant to alumni journey, as well as to provide aligned and inspirational leadership for the entire Programmes directorate.
- As a member of the Senior Leadership Team, input into the formation of Police Now's strategy and influence major decisions, communicate and explain our strategy and priorities to your team and external partners and stakeholders, role model our values and leadership principles, provide feedback and support to your senior peers and the executive team. Act as an escalation point for colleagues across the organisation for your own area as well as making logical, reasoned decisions on urgent matters outside of your functional expertise if required.
- Work with colleagues within and across departments to evaluate each NGLP academy and programme and make recommendations to the Programmes Director and Senior Leadership Team to iterate, innovate and improve the design and delivery of the NGLP year on year. 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.
- Collaborate with stakeholders internally and externally to develop our future programme in line with the new Police Constable Entry Pathway (PCEP), including to ensure validation and quality assurance from the College of Policing. Continue to work with our academic partner, Liverpool John Moores University, to deliver our current cohorts in line with the existing Degree Holder Entry Programme (DHEP) framework.
- Be a visible expert on Police Now's programmes and the role of neighbourhood officer more broadly, and the education and training of police officers, explaining to colleagues, partner forces and stakeholders Police Now's mission and how successful delivery of the NGLP – including the aims, objectives, methods and details – helps to achieve our mission via our theory of change and strategy.

THE ROLE: ESSENTIAL

What you'll need – the essential requirements

- **Experience of leading large teams:** Demonstrable experience of authentically and successfully leading large, multi-disciplinary teams in complex environments, ideally for a mission-driven purpose. This includes the ability to build and maintain positive cultures and unlock best efforts, creating outstanding results at speed and against adversity.
- **Visible and inspirational leadership** of our academy, leading by example and navigating a high-pressure and ever-changing environment to ensure excellent delivery and a positive culture at all times. Confidence in public speaking roles to large groups of 200+ is a must.
- **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 and expertise regarding underrepresented groups within policing and the barriers faced for these groups.
- **Budget management** experience from a complex delivery environment involving large budgets, high-value procurement, scrutiny and the need to make difficult choices so that every pound counts. Experience of negotiating contractual terms and pricing at high-value and involving complex contracts.
- **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 connection with, belief in and understanding of, Police Now's mission, theory of change, leadership principles and strategy of quality, differentiation and sustainability.
- **An understanding of the strategic policing landscape**, including how policing nationally comprises a blend of the 43 territorial police forces, several thematic forces, and national institutions, and how this differs from policing locally and regionally.
- **An understanding of outstanding public service delivery**, and what this would look like for the National Graduate 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 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 attend and stay onsite for the residential Police Now NGLP academy, which runs from mid-July to early September and is currently based in the midlands. There are periods of time within the academy block where our participants are based in force so a residential stay will not be required for those occasions. Other travel will be required, including to attend force meetings or programme events throughout the year, which may require overnight stays.

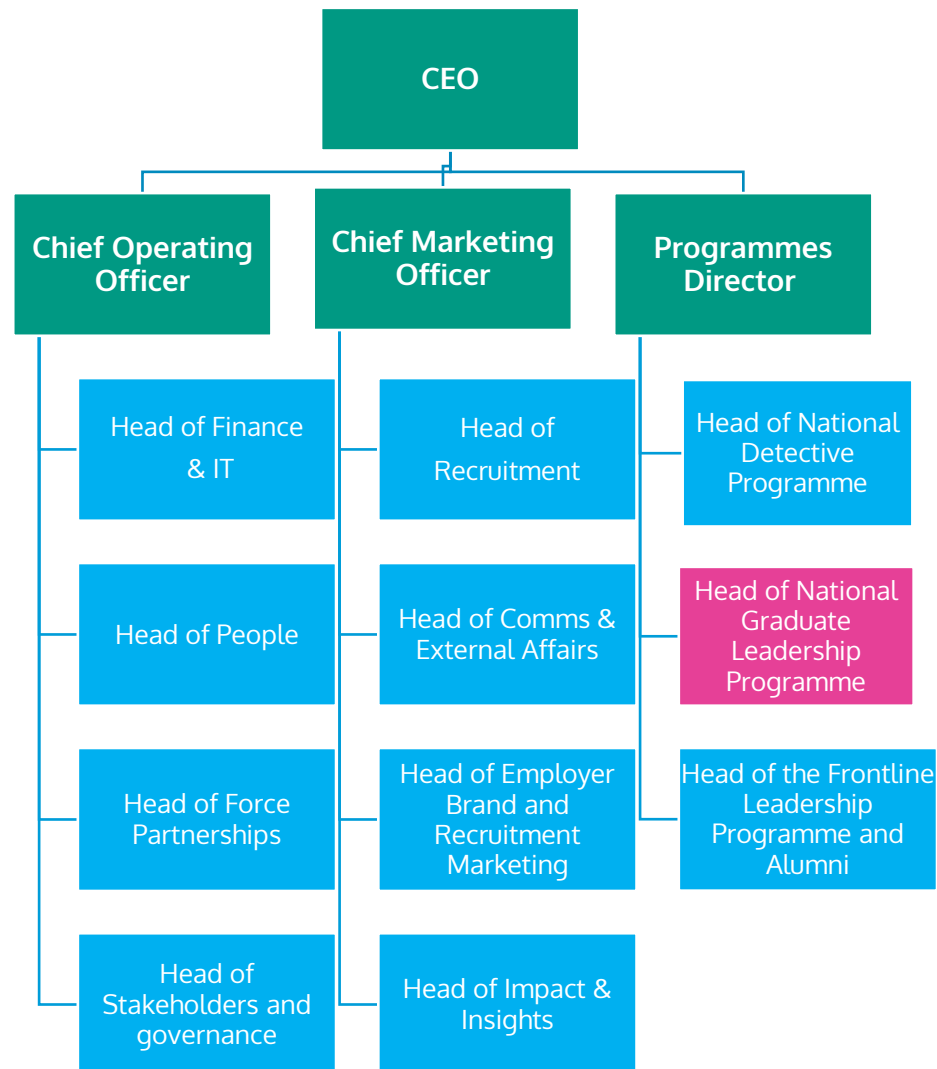
THE ROLE: DESIRABLE

What you'll need – the desirable requirements

- **Policing experience**, either as a police officer, detective or working within a policing organisation in a managerial capacity, with a strong understanding of the requirements of the neighbourhood officer role. This will include an understanding of how operational activity on the street (for example, tactical policing activity, prioritisation of some crime types for action over others, resource allocation, public confidence and satisfaction) links to and is driven by strategic imperatives facing police forces (for example, political direction, budget and resource availability, talent and skill availability).
- **Matrix team leadership**: Experience of leading matrix and virtual teams of 250+ on a temporary or event basis, especially if gained in a public order or similar operational policing environment. This is because Police Now's academies are run as large-scale policing operations utilising similar command structures.
- **Experience in education sector**: Demonstrable experience of leading and developing large learning and education programmes with an overarching curriculum and/or large-scale national delivery programmes with complex logistics.
- **Learning & Development**: Experience of working with or within a learning and development function
- **IT Skills**: Proficiency in use of the Microsoft Office suite of IT applications, project management platforms and CRM software

THE ROLE: STRUCTURE

This position forms part of the five-person Executive Team and wider 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.



THE POLICE NOW ACADEMY

The Police Now NGLP academy is a residential seven-week high intensity education and training programme for new direct entry neighbourhood constables, developed and delivered by Police Now in conjunction with police forces in England and Wales. Over the seven-week period, the academy is designed to provide participants with the learning and experience they need to be outstanding neighbourhood police officers and problem solvers. This includes knowledge of legislation and police procedures, problem solving skills and core practical skills such as arresting and searching suspects, alongside operational deployments in their forces. The academy marks the beginning of a two-year programme to train and develop trainee neighbourhood officers for our National Graduate Leadership Programme.

For the duration of the academy period, each Police Now partner force will select (in conjunction with Police Now) Syndicate Leads at sergeant rank whose role it will be to lead, coach and mentor teams of 10-12 participants. Academy Stream Managers (inspector rank) also join us from secondment from force to then lead a stream of approximately 70 participants and directly line manage approximately 8-10 Syndicate Leads as part of this, playing a key role in the leadership team at the academy alongside other colleagues from the Police Now team who form the rest of the delivery team.

For our next National Graduate Leadership Programme cohort, the Police Now academy begins in the middle of July 2024 and will run until early September 2024. It starts with a two-week training period for the academy team before the participants join. The academy is fully residential, so as Head of NGLP (and therefore the academy) you will be required to be on-site (accommodation and subsistence is provided) when the academy is in delivery mode. There will be rest day periods, e.g. some weekends and times when you will not be required on-site as the participants will be in their police forces as part of the programme.

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 apply via our website:
www.policenow.org.uk/work-for-us/

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
- Two face-to-face interviews
- National Security Vetting (likely to be commensurate with police recruit vetting plus counter-terrorism check).

Application deadline:
10am Tuesday 28th May

Interview dates:

Telephone Interviews: w/c Monday 27th May

First stage interviews: w/c Monday 3rd June

Final stage interview: w/c Monday 10th June

Please note interview dates may be subject to change

Need further help?

If you have any questions 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.

POLICE:NOW
INFLUENCE FOR GENERATIONS

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



- Organisational and departmental off-site events
- Monthly all staff meeting 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

OUR MEMBERSHIPS



From Business Disability Forum

