



Student Officer Training



The Friendly Ear Scheme





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The Friendly Ear Scheme – Student Retention Programme

Briefing Note October 2022

Background

The City of London Police was officially created in 1839, it covers the very heart of London known as 'the square mile' and currently consists of almost 1,500 Police Officers and Support Staff. It is the smallest territorial police force in England but is the world's leading international financial and business centre.

The City of London area has a resident population of around just 9,000 but there is also a daily influx of approximately 400,000 commuters- from an estimated 200 different cultures and nationalities. There are also upwards of 19 million tourists visiting each year. It is home to one of the richest and most diverse concentrations of arts and festivals in the UK and some of the world's most famous historic buildings, bridges and monuments are here. There are also around 24,000 businesses and 850 licensed premises, each presenting us with their own unique challenges.

Due to the Home Office National Police Uplift Programme to introduce 20,000 new police officers across England and Wales by end of March 2023, CoLP will be recruiting its highest ever number of new student officers from August 2022. The CoLP Learning & Organisational Development (L&OD) team are aware anecdotally that in recent years student officer turnover has increased and currently sits at over 20%. In light of the significant increase in new student officers joining CoLP and a genuine desire to retain these new officers in force and support their long term careers in CoLP, the L&OD team have developed The Friendly Ear Scheme. The scheme has three main elements:

1. **Support & Contact** - a confidential contact mechanism for student officers to approach and discuss concerns with an experienced officer prior to resigning with the aim to support the student officer to remain in force, collect data/trends and, where necessary, conduct a full exit interview should the student officer decide to leave. Anonymised findings will feed into the Force's Organisational Learning Forum.
2. **Data Analytics** – use of past student officer data to develop a Student Officer Flight Risk Model to a) identify key variables that contribute to Student Officer turnover with the intention that the Force can address these factors and b) a predictive ability to identify Student Officers with a high probability of leaving to allow for proactive, bespoke intervention.
3. **Career Coaching Pilot** – pilot career development programme with follow-up career planning coaching sessions. Based on suggestions from the student officers, a programme of informal talks known as the Spotlight Sessions are being planned to highlight to new students what careers are available in force. Once the Spotlight Sessions have concluded the Student Officers will be invited to a coaching session with The Friendly Ear Scheme who will facilitate a coaching style conversation with the Student Officer to develop a career development plan with the Student Officer specific to their aspirations.



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Evaluation Metrics

The success of the three elements of The Friendly Ear Scheme will be measured by the following qualitative and quantitative criteria:

- 100% of all referrals to the scheme (self, manager or other) to be responded to within 48 hours
- A higher retention rate amongst student officers who approach the scheme than those who do not approach the scheme
- Exit interviews for 100% of student officers who do leave the force
- Flight Risk Predictive Model to be run for each new student officer intake with referrals made to the scheme where necessary
- For 100% of student officers who request a career coaching session to receive one
- Positive qualitative feedback on Spotlight Sessions

All the above measures to be reported on quarterly and shared to key leadership teams i.e. L&OD, PSD, Local Policing, Uplift Programme. First report due December 2022.

Progress/Milestones

Launch – the scheme launched in August 2022 ahead of our first Year 3 Uplift student officers joining the force. Briefings were given to each intake as part of their induction with flyers included in training packs and during pre-boarding open evenings. Briefings were also given to the Local Policing Inspectors to ensure their buy-in and awareness of the scheme once the student officers leave the classroom. Recruitment of more CoLP officers to support the scheme has successfully yielded a further 6 officers who will act as 'friendly ears', they come from a range of diverse backgrounds.

Data Analytics – the data analytics element of the scheme launched in June/July 2022 in partnership with a consultancy firm, Applied Data Science Partners, following a short procurement exercise. The data analytics project took place over a 4 week period with a presentation of findings in August 2022. Statistically significant key findings were:

- Students are significantly more likely to leave during probation if the cohort size is greater than 12 students (15%)
- Classroom dropout (first 4-6 months) is significantly smaller when students are in cohorts of 12 or fewer
- Students who start in Spring / Summer are more likely to leave in probation (12%) than students who start in Autumn/ Winter (7%)
- Students aged 30+ are significantly more likely to leave during probation (17%).

Flight risk prediction data for the first four student officer intakes has been processed and shared with L&OD Supervisors including the Friendly Ear Scheme leads to ensure appropriate support is in place for 'high risk students' via tutorials, referring to the scheme, etc.

Career Coaching – the 'Spotlight Sessions' programme is being planned currently and is due to commence between November and end of February. Career coaching sessions will then be offered from March 2023 onwards once a Level 3 Coaching & Mentoring qualification has been obtained by



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two of The Friendly Ear leads (thanks to funding from the National Uplift Programme) and a Train the Trainer coaching skills package developed and rolled out to the other Friendly Ear officers. The career coaching sessions will be complemented by a range of curated resources and templates for the Student Officers with follow-up support also offered.

Timeline of progress to date

July 2022

- data analytics consultancy partnership established
- data analytics project commences

August 2022

- The Friendly Ear Scheme is officially launched with briefings and advertising material distributed to students and response group Inspectors
- findings of data analytics project reported back and Flight Risk Prediction Tool launched
- recruitment of more officers to scheme

September/
October 2022

- career development programme - topic scoping
- successful bid for funding from National Uplift Programme for coaching qualification
- Flight Risk Prediction Data produced for current student officer intakes



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Future Activity

November/
December 2022

- source and commence Level 3 Coaching & Mentoring Award (3 months)
- launch of 'Spotlight Sessions' programme
- first quarterly evaluation report of the scheme produced

January/
February 2023

- 'Spotlight Sessions' programme continues
- career coaching materials/resources scoped and produced
- Train the Trainer career coaching package developed and rolled out

March 2023

- career coaching sessions commence
- second quarterly evaluation report of the scheme produced
- review of scheme and planning for next 12 months