

Graduate Diploma Professional Police Practice

LEVEL 6 -

Workbook title: Academic Assignments

(SOUTH WALES POLICE, GWENT POLICE AND UWTSD)

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Essay one TASK 1:

This essay will consider the effect of professionalism on organisational culture within policing and examine the impact on officers' wellbeing and resilience. Organisational culture can be defined as when members of an organisation share beliefs and expectations, this would mean that the individuals in the organisation have 'common norms, values and beliefs' and are all working towards the same goal (Chalmers and Brannan, 2022). Manning (1989:360) defined police culture as "accepted practices, rules and principles of conduct that are situationally applied and generalised rationales and beliefs". The police federation conducted a survey in 2016 regarding the mental health of officers and concluded that 39% sought help for their mental health, this survey also found that 65% of officers still attended work whilst struggling with their mental health (2016). The Pay and moral survey revealed that 69.4% of officers who were actively looking to leave the force was as a result of the impact the job has had on their health and wellbeing (Police Federation, 2016).

When looking at police culture it's important to note that there are several characteristics associated to it, one of them being solidarity. Solidarity is initially developed in the recruitment stages as they gain an understanding of the social pressures and intensity associated with becoming an officer. Throughout the recruitment stage to the training, it becomes apparent to officers that they must be able to rely on one another and to create rapports with each other; this is where the us Vs them mentality may develop. This mentality can result in the introduction of the 'blue code of silence' which refers to fellow officers not challenging or reporting any illicit activity or misbehaving which is when the label 'corrupt' becomes involved (Westmarland and Conway, 2020). This type of behaviour and any adherence to the negative aspects of the police culture and the blue code of silence breaches multiple codes of professional standards.

However, this does not have to be a negative characteristic as it can also provide officers with the emotional and mental support they need and strengthen relationships amongst officers. Due to the nature of the job, it is important that officers can communicate and confide in each other which also assists in challenging colleagues when they act or conduct themselves in an unprofessional manner. This relationship built between colleagues helps improve their mental health and encourages officers to seek help when required rather than retaining the stress, anxiety, or depression they may experience. The organisation promotes wellbeing and resilience and have created various schemes and support services that are easily accessible for staff when they are suffering with their mental health, some examples being TRIM, 9-point stress plan and are removing the stigma attached to mental health via lectures and other means of communication.

Kingshott (1999) explains that the positive aspects of police culture are that it provides moral support and promotes team spirit which is essential for an effective policing role. Kingshott states that it provides officers with practical perspectives in which to exercise their duty, offering justifications for various working practices not taught in training (1999). Kingshott's (1999) argument on the positive aspect of canteen culture primarily focuses on how it is beneficial for trainee officers to make sense of their role as the scenarios they are put in in training school do not holistically replicate what they will be attending in their tour of duty. This being said Manning's (1989) definition implies that police culture is not consistently influential to a constable's behaviour as their principles of conduct are rather situationally applied. This is where the NDM would come into effect as they are continuously processing information and make unbiased decisions based on the evidence that is readily available.

Kingshott (1999) goes on to explain the negative aspects of the police culture in which he states that it can create an anti-social atmosphere where social prejudice, racism, bullying and discrimination can develop through 'canteen banter'. Chalmers and Brannan's definition (2022) implies that the police culture is continued outside the canteen and is displayed whilst on patrol whereby they enforce the negative norms, values and beliefs which have been established with fellow colleagues; this generalises the belief that all police officers operate in accordance to the police culture, and morality is disregarded as they all comply with the 'shared' beliefs.

Some studies which look at beat policing suggest that officers are not guided by sub-cultures and it does not reflect or motivate how an officers conduct themselves with the public, instead they are guided by context specific strategies (Chartterton, 1979. Kemp et al. 1992). Waddington (1999) argues that the concept of police culture has become a convenient label for negative values, norms and beliefs, and that the only convenience in this is in its condemnatory potential which looks at the them Vs us attitude and that police are to blame for injustices committed under the CJS. The college of policing (2021) outlines that to promote the right culture in policing it is essential to treat people with respect and dignity, listening to other peoples views and taking them into account, being honest, making impartial decisions and explaining them. These again are in hand with the professional standards and promote a healthy organisation and relationship with the public, colleagues and third party agencies. With these standards being at the core of police culture it assists in officers carrying out their duties effectively and building rapports and confidence with the community.

In conclusion, police culture still exists in police organisations but the shared values, morals and norms are those consistent with professional standards instead of the negative characteristics that are associated with it through the media. Majority of police officers reject or scorn the unacceptable behaviour within the policing culture and this type of behaviour

alongside introducing their morality into the culture is what can have a positive effect into the culture. In relation to mental health of officers the police culture has started to make changes into the stigma attached to mental health by introducing mandatory and voluntary training on the subject, 9 point plans, wellbeing sessions and TRIM for critical/major incidents. Evidently as seen in the outcome of inquiries there are a minority of officers who adhere to the negative morals, values and norms and continue that mindset of the negative police culture whilst carrying out their duty, but the organisation has set professional standards which must be adhered to and if they are breached investigations are carried out and outcomes are reported to show the public that the behaviour is not tolerated in the police force.

Word count: 1095.

Essay two TASK 3:

This essay will be assessing the effectiveness of processes used to evaluate and analyse information and intelligence in order to mitigate against the impact of personal bias. Information relates to raw data that can be obtained for example, speaking to members of the public or observation (Bryant and Bryant 2021). Whereas Intelligence can be defined as the information that has been gathered by multiple sources that has been evaluated and risk assessed and turned into actionable intelligence (Bryant and Bryant 2021). Officers will gather information every day but only certain information will be turned into intelligence. Personal bias can be defined as the learnt beliefs, opinions or attitudes that individuals are unaware of and usually reinforce stereotypes (Impactly, 2022).

The national Intelligence model (NIM) is standardised framework which abides by the minimum standards in all areas of policing and takes an intelligence led approach for targeting priorities in policing (Office of Justice Programs, 2005). NIM operates in three levels, level 1 focuses on neighbourhood and BCU (local), level 2 focuses on neighbouring forces (regional) and level 3 focuses on international and national (national) intelligence. The NIM developed the opportunity for sharing intelligence across police forces and governmental agencies. The process involved in turning information into intelligence is known as the intelligence cycle and the cycle involves direction, collection, evaluation, analysis and dissemination. The intelligence cycle ensures ethical, accountable and transparent practice which aids in mitigating personal bias as prior to information becoming intelligence it's processed by establishing its origin, corroboration with other sources and correlating it with other information and existing intelligence (Bryant and Bryant, 2021). All information gathered by the police should be for a policing purpose and managed lawfully as in compliance with MoPI.

The 3 x 5 x 2 system is used for the evaluation of raw information and is applied when information is processed into the intelligence report and specifies how it should be graded and disseminated. This system authenticates the reliability and accuracy of intelligence and recognises who it should be disseminated to (Cooper, 2019). Source evaluation is the subheading under '3' and it focuses on the reliability of the source, it is broken down into Reliable, Unreliable and Not tested. Intelligence evaluation is the subheading under '5' and it focuses on how the source obtained the information and this is broken down into Known directly to the source, Known indirectly to the source but corroborated, Known indirectly to the source, Not known or Suspected to be false. Handling codes is the subheading under '2' and this related to the dissemination of the intelligence, it is broken down into Lawful sharing permitted and Lawful sharing permitted with conditions. The intelligence then goes through the sanitation process in order to ensure the source is not identifiable (Cooper, 2019). Using this system allows the officer who is inputting the information to remain unbiased as they accurately use the system to evaluate the information they have gathered and the source. This does not mean that the officer will dismiss information they are unsure about but offers an opportunity to record it and whether the source is credible or not.

The information analysis process helps to identify any potential inconsistencies and patterns. The analysis of information provides a clear insight into the circumstances surrounding it and supports strategic decision making. One of the methods used in analysing and evaluating is creative thinking and hypothesis generation; the creative thinking element focuses on an individuals' assumption which is generally subconscious and must be noted so that they are not used in the analysis of information (College of Policing, 2022). The College of Policing (2022) states that the hypothesis generation focuses on the relationship between two variables which can be tested to be proven or disproven, it is important for the analyst to have multiple hypotheses to start with otherwise it could cause the analyst to become focused on one explanation rather than exploring other avenues. This method is likely to incur personal bias as the creative thinking element involves the individuals' subconscious and if they do not note their uncertainties or assumptions, they are likely to use them during the analysis and evaluation of the information causing it to become unreliable. The hypothesis generation element can also involve bias, more specifically confirmation bias, as if there is bias in the creative thinking element it will be carried through to the hypotheses generation and the analyst may be more inclined to encourage one outcome over the others or seek out and apply information that demonstrates their anticipations (Impactly, 2022). This is also a likely issue with the generation and evaluation of scenarios. One method of which to overcome the bias in the hypothesis/ scenario generation is to do this within a group setting

where they are able to challenge each other and understand the thought processes through discussion.

Another technique for analysis and evaluation of data is quadrant crunching which is useful to analysts who are provided with limited data with uncertainty as it enables them to examine a broad set of alternatives which results to recognising the priorities and actions that should be considered should the events come to light (College of Policing, 2022). This prevents bias as all possible outcomes will have been recorded and analysed to cover all bases, it looks as the best case scenario and the worst case scenario.

Red teaming is another technique used by analysts whereby they put themselves in the shoes of the subject(s) to try and gain an understanding of what risk they pose; this technique involves critical thinking as they have to replicate the behaviours and thought processes of the subject(s) (Ministry Of Defence, 2021). This can allow for bias as the analyst may be focusing on the stereotypical version of the subject rather than the subjects thought itself, unless the analyst has a vast amount of intelligence on the subjects' behaviour and history it is unlikely that they will be able to accurately replicate their thought process as they may find it easier to relate to a stereotype of the subject.

In conclusion there are various techniques enforced by policies and procedures which aim to mitigate personal bias when analysing and evaluation information and intelligence, however there are still opportunities where one may project their bias subconsciously. The systems and models are designed to analyse and evaluate the credibility, accuracy and validity of information and the sources which assists the analyst in making tactical decisions and strategies for solving the problems and who it should be disseminated to.

Word count - 1087

Essay three: TASK 4

This essay will be evaluating the effectiveness of crime prevention strategies in relation to serious and organised crime. It is reported that there are over 5500 organised crime groups operating in the UK involving approximately 3700 individuals and these groups are costing over £37 billion per annum (Welsh Government, 2013). Serious and organised crime (SOC) relates to criminal activity which is "planned, coordinated and committed by people working individually, in groups, or as part of transnational networks"; SOC usually focuses on profit, influence and power (Winchester, 2020).

Strategies of any sort are created from research involving primary and secondary data to help influence the objective. When looking at SOC there are various theories which have helped in the creation and implementation of policies and procedures. The routine activity theory (RAT)

which states that for a crime to occur there have to be 3 elements, these are displayed in 3 overlapping circles and where they all meet it is likely for a crime to occur; a likely offender, a suitable target and the absence of capable guardians (Perera, 2022). The problem analysis triangle (PAT) was developed from RAT and it focuses on the idea of analysing which element is most open to intervention; the sides represent the offender, the location and the victim (Grana and Windell, 2021). RAT and PAT state that all three factors are needed for a crime to occur but if one is removed it becomes increasingly difficult for the crime to occur and may deter the criminal.

These theories after being analysed have helped create strategies via evidence based policing to prevent re-offending, including the ten principles of crime prevention; Some principles include visibility and surveillance and deflecting offenders, this includes school and educational programmes with the aim of diverting (potential) offenders from committing the crime and ensuring that if offenders are carrying out the offence they would be seen, this is achieved by carrying out actions such as adding lighting, CCTV and maintenance of shrubbery to make secluded places more exposed. (College of Policing, 2023). CCTV has been reported as having an overall reduction on crime with the quality of evidence supporting this being very strong, it also helps in the identification and tracking of criminal activity (College of Policing, 2023).

Problem orientated policing (POP) involves the identification and analysis of a problem, development of a tailored response and assessment of the effects of the response (College of Policing, 2017). It is important to note that POP should not be used as an alternative to intervention but in conjunction with them (College of policing, 2017), this way it allows professionals to address the root cause of criminality, and in cases of SOC it allows officers to get a more in depth perspective of the criminal behaviour and who else is involved. POP uses the SARA model which involves 4 stages; scanning – identifying and prioritising crime and disorder problems, analysis – gathering information and intelligence, response – deployment and implementation of tailored activities to address the cause of the problem and assessment – the measurement of the impact of the response to see where improvements are needed (College of policing, 2017). The College of Policing (2017) has reported that this strategy has had an overall reduction on crime and the impact is very strong.

The Welsh Government set out Serious and Organised Crime Strategies which are routinely monitored and reviewed as new and different methods are being used by the individuals involved in these crimes. In these policy papers they set out the ways in which the government are planning to tackle SOC (2018). The first objective of the strategy is relentless disruption and targeted action against the highest harm SOC criminals and networks (Welsh Government, 2018), which involves proactive targeting, pursuing and dismantling of the capital harm networks by the introduction of new and revised powers. The government are now able to seize, freeze or deny offenders access to their finances, assets and infrastructure under Unexplained Wealth Orders or

Serious Crime Prevention Orders (Welsh Government, 2018). These actions have the capability to cause mass disruption to the SOC criminals as the factors of why they are involved in the groups have been taken away from them potentially causing a knock-on effect to the rest of the individuals involved in the chain.

The second objective is to identify and address the vulnerabilities in businesses, communities, and systems in order to make it increasingly difficult for criminals by decreasing the opportunities available to them to target and exploit (Welsh Government, 2018). When looking at the vulnerability of communities and individuals, this would involve campaigns to educate and help them identify the techniques of criminals and methods of how to keep themselves safe and how to report. When working with the public, it is important that they know how to report and what to report when it comes to any suspicious activity, and if they have been affected by SOC, the strategy's aim is to efficiently help them and provide support to a high standard.

The third objective looks at preventing people from becoming involved in SOC by stopping the problem at the source by recognising and supporting the individuals who are at risk of engaging in criminality (Welsh Government, 2018). This step focuses on young people by building resilience and educating them early to prevent them from engaging in SOC and to prevent re-offending. This can be conducted by school visits from the police or by the youth offenders institute who engage with young offenders. It has already been reported that young offender aftercare has a mixed effect on crime rates however there either appears to be no change or a reduction in reoffending (College of Policing, 2023). There is very little research on the impact of police officers attending schools and educating the children on SOC matters thus there is insufficient evidence to calculate the overall impact, however, it could be argued that this is still necessary as it raises awareness around SOC and information on how to safeguard themselves (Youth Endowment Fund, 2003).

The final objective looks at a one system approach in regards to information and intelligence being shared on an international scale when links are identified. This allows the build up of intelligence to be valid and reliable when it comes from numerous sources. This also helps identify the missing links to covert investigations, which will help in the disruption of SOC. When the objectives are looked at together it shows that they work with each other and help to prevent SOC if it is adhered to and actioned.

In conclusion there are various methods that can be used to tackle serious and organised crime, many of which have been used throughout the years but have little evidence to support the effectiveness. It is important to understand that the root cause must be addressed otherwise it could potentially displace the criminality. It is important that organisations work together including internationally as there may be further intelligence which aids in investigations and the disruption of SOC.

Word count: 1098

Essay four TASK 5:

This essay will assess the effectiveness of options available to reduce re-offending and consider how these are informed by evidence-based policing. This essay will be focusing on the reduction of anti-social behaviour reoffending via evidence based policing strategies. Evidence-based policing (EBP) is using the best available evidence to “inform and challenge policies, practices and decisions” (College of policing, 2023). Anti-social behaviour can be defined as “conduct that has caused, or is likely to cause, harassment, alarm or distress to any person” (Anti-social Behaviour, Crime and Policing Act 2014). During the Covid-19 pandemic there was a significant increase in reports of anti-social behaviour, this sort of behaviour has a major impact on individuals, communities and businesses (Potter, 2023). This essay will be looking at the importance of evidence-based policing when it comes to making informed decisions when dealing with anti-social behaviour, including the importance of knowing what works and what does not work, it is important to note that what works in one community or incident may not work for the next and how this assists when making these decisions.

The first option that will be discussed in this essay is proactive policing as evidence has shown that by taking away the opportunity element to commit an offence it becomes increasingly difficult for the individual or group. Proactive policing which focuses on the hotspots, people and times which are identified through knowledge gained from the community and police has been demonstrated to be an effective crime-reduction strategy as explained by Ratcliffe (2018). This is because by targeting the locations and people at the specified times when the anti-social behaviour occurs the police presence itself is a deterrent and it reduces the opportunity for crime. The college of policing report that hotspot policing has had an overall reduction of crime and the quality of evidence to support this is very strong; this has come from various studies conducted all around the world (2023).

Aggression replacement training (ART) which is a programme that teaches offenders who display anti-social and destructive behaviours to improve their social skills to be pro-social; the three developmental elements covered are pro-social behaviours, anger control and moral reasoning (College of policing, 2023). 16 Studies were conducted and the findings were mixed; 2 studies noted that there was a significant reduction in arrests however, when looking at reconviction rates of 3 studies they all showed different results, one having a significant reduction on reconviction, one having a significant increase and one which had no change (College of policing, 2023). After reviewing the evidence, it appears that ART does not have a significant impact on reducing re-offending and this could be due to the increased complexity of changing ones behaviour later on in life.

Another option to reduce reoffending is dealing with first time offenders via the use of community resolution, this has to be agreed up on via both parties and is used instead of dealing with the incident via the criminal justice system. This is also known as restorative justice, and it gives the offender an opportunity to make reparations with the victim and allows them to correct their mistake without suffering the consequences of a criminal record (Abramovaite and Bandyopadhyay, 2019). Abramovaite and Bandyopadhyay conducted a study in 2019 where they found that the rate for reoffending was 10% lower for those who were dealt with via community resolution in comparison to those who did not receive it, their findings also concluded that adult offenders are less likely to reoffend after receiving a community resolution. The restorative justice council also reported that the governments' analysis concluded that restorative justice reduces the frequency of reoffending by 14% (Restorative Justice Council, 2016).

HM Prison and probation service (HMPPS) has released their reducing reoffending plan in Wales 2022-25 where they look to address the factors which increase the risk of criminal behaviour by ensuring that offenders have strong foundations prior their release from prison (2021). HM Prison and probation service state that as a part of their plan they will be increasing employment and training opportunities as they report that 9% of prison leavers who get a job are less likely to reoffend (2021); Skardhamar and Telle's study also found that those who are employed are less likely to reoffend (2012). Another part of the plan is to ensure that offenders have access to the right treatment on release for their drug and/or alcohol addiction, they report that community-based drug/ alcohol treatment can reduce reoffending by 44% (2021). HMPPS will also look to address the reparation of community and family connections as well as giving the offenders access to stable accommodation and this factor has been identified as research states that prison leavers without stable accommodation are 50% more likely to reoffend (2021). Although there is research to state that without the above factors there is an increase in reoffending the results for this are yet to be concluded and its effectiveness analysed. The recommendations for the plan have all derived from research throughout the previous years and the results analysed to inform the policy and procedures, this is an example of evidence-based approach which is accessible to the public who can view the results of this strategy.

Other options for reducing reoffending are published to the public in an attempt to assist them secure their property and themselves from crime, these options are known as the 10 principles of crime prevention. There are several principles which have proven to assist in reducing anti-social behaviour, some examples being the installation of CCTV, alley gating, removal of shrubbery, demolishing derelict buildings and installation of lighting (West Yorkshire Police, 2023). These options increase the chances of the offenders being identified or caught and remove the opportunities for them to offend. The college of policing reported that alley gating,

CCTV have had a significant impact on the reduction of crime whereas crime prevention through environmental design has only had some reduction of crime (2023).

In conclusion there are various options available to reduce reoffending and these have all been established via research and sharing the data across forces, governments and with the general public. This is how the effectiveness is measured and new options and policies are able to be created and implemented by the studies conducted. Although the evidence behind the research is not always showing that the options are effective it does not mean that it does not have an impact on the reduction of reoffending for all offenders. Another important point to note is that when using the crime prevention strategies and hotspot policing it may solve the issue in the problem area but the anti-social behaviour may just move to a new area.

Word count: 1100

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