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DHEP
Academic Assignment

Essay one:

How has the organisational culture in policing changed due to professionalisation, and how can organisational culture affect officers' wellbeing and resilience?

Organisation culture is the culture within an organisation that is used to explain that a professional, moral and ethical culture can affect how the organisation can not only control but also prevent any misconduct and corruption in the organisation. (Amy F 2021)

Entry routes into policing differ depending on the force the individual decides to join but the at time of writing this essay there are four different entry routes into policing. For context on how these have changed the organisational culture this essay will first look at what these routes into policing are and how they compare to those of the past.

There are two categories an applicant will fall into when applying for a role in policing these are degree and degree holder routes and joining without a degree. Under the degree entry route there is The Degree Holder Entry Programme (DHEP) which allows any candidate who already holds an undergraduate degree to undertake a two-year programme combined of work based and off-the-job learning. The alternative is Professional Policing Degree (PPD) which allows the candidate to study for a degree in professional policing before applying this will mean that the candidate must complete a work-based portfolio over two years of entering the job.

When it comes to a candidate joining without a degree there is currently only one entry route for most forces, and this is the Police constable degree apprenticeship (PCDA) this route allows the candidate to join without a degree but they would study towards a degree over three years alongside working as a full time police officer. (College of Policing).

Comparing these entry routes to the previous entry route which was known as Initial police learning and development programme (IPLDP) where there was no need for a degree or to work towards a degree it was entirely a work-based entry route.

Citing (McCann and Granter 2019) increasing demand on police forces, enhance social and structural inequalities, technological advances and financial constraints due to these factors the skills and capabilities of a police officer require restructuring. This is a critical point in light of recent events such as calls to 'Defund the Police' and more recently the loss in trust due to the 2023 Ely riots. This means that police officers are dealing with more complex situations and require officers to be professionals who are able to adapt to public that ultimately distrusts them.

(NPCC 2016) sets out a Policing 2025 which sets out a plan to transform the police as an organisation to a more professional organisation that enable that the police as a services is able to cope with the ever changing demands. The professionalisation of the police means that recruits coming through that need to work towards a degree will increase the services overall capability in leadership and management. A force with its officers at the lowest level have a understanding of leadership and management means that adapting to an ever changing environment would be more fluid.

Citing (Hough and Stanko 2020) they put forward the argument that the PEQF programmed needs to find the right balance of not only developing a candidate's theoretical knowledge on legislation and leadership but also needs to develop the correct practical skills. The college of policing therefore included in this entry route the requirement for an evidence-based portfolio that a candidate must complete to progress through their career. This ensures that the candidate is hitting not only the academic requirements but also the practical work-based elements.

(Bacon, et al 2023) puts forwards the argument that during the research undertaken that the 'core police role' and 'traditional police craft' no longer exist in modern police forces due to officer feeling the need to change the way they work more for self-preservation and not necessarily for the benefit of the public. From this research officer have stated they see few benefits in the re-professionalisation due to not only has policing role changed but also those in the early parts of the career having to balance a full-time job alongside full time studies.

(Andrews 2023) look at the perception of student officers of the police constable degree apprenticeship and show from research show that police culture has a disdain regarding the necessity for a degree to be an effective police officer. This is backed up by (Brown 2018) were the expectation of student officers not only having to complete the extra academic work but also having to balance their workload which can include taking statements and completing case files during their study leave.

(Police Fed England Wales 2022) talk about the attritional rates of officers leaving before their probationary period ends is upwards of 9.1 per cent with 2,567 leaving from 28,173. This shows that the change in organisational culture due to professionalisation of policing is making it even more difficult for the service to retain its officers therefore directly impacting officers' wellbeing and resilience.

Overall this essay has looked at a range of sources that talk about how beneficial re-professionalising the Police Service as an organisation can improve leadership and management at the lowest level improving decision making in an ever-changing environment. But has made maintaining that wellbeing and resilience level of officers who are juggling academic work, in work workload and family life even harder. For new recruits coming out of training school to officers still in their probationary period who are decolorised due to the amount of work they are having to complete is directly impacting the organisational culture and the opinion on the PEQF programme.

Word Count: 920

Essay Two:

Response Policing – In a recent survey by HMICFRS, 65% of respondents agreed “that police in their local area treat people Fairly and with respect” (Justice Inspectorates, 2019). Evaluate the impact of public perception on response policing.

The HMICFRS (His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services) commissioned BMG research to undertake a survey in 2018 where 17,043 members of the public took place with 65% respondents agreed that police in their local area treat people fairly and with respect (HMICFRS 2018).

Response policing is the fundamental type of policing members of the public think about when talking about the police and is a term used to describe teams of police officers who respond to emergency and non-emergency calls. The teams are commonly formed of constables, a response sergeant and an inspector who oversees them. Even though responding to emergency incidents is the key role of response they also do many other roles such as protecting the public, manage incidents with partner agencies and also give first aid. (College of Policing)

Response policing and early investigation can often rely on the information passed by members of the public. Where the public’s perception of the police is that they are capable, effective, and fair they are more likely to collectively intervene when a problem arises. On the comparison if the public do not feel that police are acting in this way, they may be less inclined to put themselves at risk to help the police and provide information. (Yesberg, et al 2021)

The term Policing by consent is used a lot when talking about the public perception and trust in police and this goes back to Robert Peel’s nine Principles of policing. These principles even though are not directly used today are still relevant when talking about policing in general. When these were derived sometime in the 1820’s which is when they were thought to have come about, they were a unique way of policing where the police would not uphold the law through fear and violence but almost solely on the co-operation of the public. (Home Office 2012) This is still how the police operate in the UK now and it shows that even in the 1820s the public’s co-operation and trust in the police can directly impact on how an incident or investigation is conducted and the success of that.

The public perception of the police whether they feel that the service as a whole is fair or whether they have a complete distrust in the organisation can directly impact on how safe they feel. For example if a young person has complete distrust in the police and do not wish to co-operate with them this could generate feelings of distrust and unsafety. (Skarlatidou, et al 2021) This can then increase the risk of young people feeling the need to carry a knife or an object to protect themselves due to them not trusting in the police to deal with any issues that they may have. This therefore would directly impact the role of response policing.

The above points are the arguments are why it is important as a force to be transparent especially when it comes to officer misconduct and discipline. This is the reason the College of Policing sets out to ensure that the people who work for the police uphold the values of the service (College of Policing 2022). Body worn video cameras are a tool that is used by police officers not only to capture video and audio that is beneficial towards an investigation but can also make the public more trusting of encounter with the police due to knowing that their interaction is being recorded. Evidence gathered by the college of policing shows that the use of body worn video in terms of crime related outcomes does not always increase the chances of prosecution but has been a direct link with reducing complaints against police. The use of body won video can affect the behaviour of not only the public but also the officers. (College of Policing 2021)

In the role of response policing the use of force is often a necessary part of the job and a skill that requires to be used effectively but also need to be completely justified by officer. The Polices use of force is a widely studied and developed as an organisation. But the use of force by the police not only has an Impact on those involved but also has an impact on the wider society. The use of force can have a negative effect for those who have heard or witnessed, and a single action resulting in the use of force could have a ripple effect that can change a person's perspective on the police force and therefore effect their trust. (Akinlabi 2018).

Even if the use of force is justified in the situation any use of force that is witnessed by the public as above can be seen as negative and directly impact the trust that the public have in the police. For example an incident that occurred in 2020 whereby a black woman was sprayed with PAVA spray that was witnessed by the public launched a IOPC investigation. In this situation the officers' actions were justified but the public expressed their concern over the conduct leading to a direct distrust in police and the force that an officer can use. (Quinn 2024)

Overall from all points put forward in this essay there is a lot that can effective the publics perception on the police service as a whole. Improving the publics perception is an important goal for the police and response being the frontline of policing are the one who can directly improve the public perception. As we have seen throughout this essay the publics trust and perception in police can directly affect whether they are willing to assist with an investigation and to contact the police in an emergency. In the same way we have seen that for the police to have a better standing with the public is by being transparent by using body worn cameras and sharing when officer don't get things right.

Word Count: 987

Essay Three:

Evaluate the effectiveness of cognitive interviews as a strategy for obtaining initial accounts from victims and witnesses.

In this essay it will look at how cognitive interview are at obtaining initial accounts from victims and witnesses. A cognitive interview is a type of interview that uses a different questioning technique compared to that of a standard interview.

(McLeod 2023) defines a cognitive interview as a questioning technique where it can enhance the retrieval of information about a crime scene or incident from the witness or victims' memory. Cognitive interviewing as defined has four stages that maximize the retrieval from the person. Stage 1 being to reinstate the context, this is done by the interviewer attempting to mentally reinstate the context of the crime such as the activities and feelings in the day. Stage 2 is recalling events in reverse order; it is stated that this helps stop witnesses distorting the events of what has happened due to the knowing their schemas. Stage 3 would be to report every detail of what they have witnessed no matter how small that detail may feel as these details could act as a trigger for key information about the crime. Stage 4 describe the events from someone else's point of view, this means asking the witnesses to describe what they think other persons looking in on this incident or involved in the incident might have seen.

Police forces in England and Wales are taught a syllabus throughout training school about interviewing witnesses and victims. During this training they are taught about cognitive interviewing and follow a similar five phase approach called the PEACE model. The five phases of this model consist of Planning and preparation, this includes the creation and recording of the interview also an introduction and gaining a rapport with the interviewee. The next step is to engage and explain, this includes outline the requirements under PACE and also the reason and routines for the interview. This then goes into the account clarification and challenge phase that allows the interviewer to take and develop the account and probe the topic in an effective way. The fourth phase contains the closure of the interview and the fifth phase of the interview would be to evaluation the information given and investigate. (College of Policing 2013)

When it comes to interviewing a witness or victim the process is designed to transfer the control of recalling what happened to them and not the interviewer. The cognitive interview process has the objective of improving the quality and increasing the quantity of information provided by the witness. The cognitive interview rely primarily on open ended questions, this is so the witness can give a free narrative of what happened instead of using a closed or directed questions. (Gregory 2022). The use of open ended questions allows the victim or witness to fully recollect on the events that have happened without the interviewer who may know more about the investigation putting an unconscious bias on maybe a more closed question.

A big part of an effective interview conducted with a witness or victim is building a rapport with the person and this is evident in the college of policing's PEACE model which includes rapport building. Effective rapport-building techniques include several verbal and non-verbal behaviours. The verbal techniques can include establishing a common ground with the person. This can include talking about shared interest with the interviewee or even using similar language as the interviewee. Some examples of the non-verbal techniques that an interviewer can use include showing an empathetic demeanour, showing respect, or using an engaging pose such as leaning forwards as this demonstrates attentiveness. Also engaging in active listening using affirmative response can allow the interviewee to know that they are being listened to and their account is being taken seriously. (Hoogesteyn, et al 2023)

Conducting an effective interview can rely on the memory of the interviewee, due to memory being fallible and sensitive to different factors such as stress it is important to safeguard the reliability of a witness or victim as much as possible and this is where the cognitive interview was developed (Fisher and Geiselman 1992). The cognitive interview process memory-enhancing components, such as context reinstatement this means mentally recreating the environmental and personal context for the interviewee. (Dodier, et al 2021) conducted a study that took 56 low stressed or high stressed victims of traffic accidents were interviewed. On conducting these interviews it was apparent that conducting a cognitive interview on a low stressed individual would improve the quantity of information that was recalled. Whereas conducting the same interview on someone who was under high stress they would recall more central details but fewer peripheral details.

(Dando 2007) Witness and victim interviewing is a core skill that a police officer must work towards becoming efficient at due to it being a skill that is needed in effective crime investigation. With the cognitive interview process and the PEACE model being taught to officers when they are in training school, it is giving them the skills to succeed. Combining these two ensure that the victim or witness is allowed to freely recount the events of what has happened. The PEACE model allows the interviewer to allow that free account of events but then also give a time for the interviewer to probe each area to help the interviewee remember points they may not have before. An interview can sometimes rely solely on the memory of an individual, so it is important police officers have the right tools to enhance the victim or witnesses memory through the use of these techniques therefore making them very effective tools.

Word Count: 921

Essay Four:

Examine the positive and negative aspects of media attention when dealing with public protection incidents.

Public protection is the notion that the public have the right to be protected when it comes to particularly violent offenders such as paedophiles and murders. (Kemshall, et al 2009) This essay will look at public protection and the multi-agency public protection arrangement (MAPPA). This essay will further look at offender management and reducing the risk offenders pose to the public. Finally it will look at how media attention can not only help but also hinder in public protection incident.

Multi Agency Protection Arrangement were first introduced in 2000 with the overall aim of minimising any risk that sexual and violent offenders posed by them living in the community. MAPPA's primary purpose is the information sharing between different services and the risk management of these offenders that are either returning from custodial or hospital setting. (Taylor, et al 2019). There are four core functions of MAPA and those are the identification of offenders meeting the criteria, the assessment of the risk that the offenders pose, the management of the risk they pose and the safe and secure sharing between relevant agencies that will be involved in assessing and the management of these offenders.

MAPPA is further back up by Human right Act 1998 which also includes articles 2 and 3 of the European Convention on Human Rights. These articles iterate that the police and other public agencies have a duty of care to the public in the way that the public have the right to expect that the police and other public agencies exercise their powers to protect life and to protect individuals. There are three categories of offenders under MAPPA first is category 1 offenders that fall under category 1 are registered sexual offenders the offenders covered under this must comply with notification requirement under the sexual offences act 2003. Category 2 covers offenders who have been convicted of an offence under the Criminal Justice Act 2003 Schedule 15 and who have been sentenced to 12 months or more in custody or has been transferred to hospital under the mental health act S47/S49. Category 2 also includes an offender who is hospital under section 37 of the mental health act 1983. Finally Category 3 is any other dangerous offender who has been cautioned for or convicted of an offence that indicates that they are capable of causing serious harm. (College of Policing 2017)

To understand offender management further which is one of the most complex role that a police officer can undertake. To help protect the communities they police further making violent and sexual offender sign onto a register can make it easier for officers to not only manage these offenders but also deter them from offending in the future. (Tehrani 2023) When it comes to offender management there is not only MAPPA but there is an umbrella of offender management known as integrated offender management which does cover MAPPA but also covers (PPO) prolific and priority offender scheme, (DIP) Drug intervention programme and neighbourhood policing teams who manage warrants and recalls in their areas (College of Policing 2013). IOM provides a structure and approach that supports multi

agency working in the identification and management of these offenders therefore protecting the communities they live in.

As this essay is going to cover not only the positives but also the negatives of media attention first we must understand how there is a successful working relationship between the police service and the media. There are many benefits that can come from working with the media to communicate with the public such as appealing for information to help solve crimes, bringing offenders to justice and also assists with keeping our communities safe. Sharing with the public through media can also give the public an insight to how the police work and what they are currently doing in their communities therefore increasing trust (College of Policing 2017).

In terms of public protection incidents the media can be useful is when there is a wanted person who needs to be apprehended then a photograph on the wanted person can be released to assist with the apprehension of the wanted person can be released so long as it is necessary and proportionate. This also covers being transparent with our communities as they will be aware that there is an offender in their community that needs to be apprehended by the police. This is especially apparent if they are a violent offender who could be likely to cause harm in the community. Further public protection would be if a person has gone missing, a recent photo of the missing person can be released for the purpose of the community awareness just in case they see or know the whereabouts of the missing person. This can either prevent this person coming to harm or finding them the right support they need (College of Policing 2017).

To summarise this essay when it comes to offenders who are under MAPPA or IOM it is important that they are managed properly and when they are this can lead to less crimes being committed in the communities and less public protection incidents. The positive of media attention in public protection incident such as for a wanted person or a missing person is that it gives the public a chance to know if there is a violent or vulnerable person, they should be aware of in their community. The negative of this though is if a wanted person is to see the media around them being wanted this could give them information that they previously did not know which could make them a further risk to the public. In terms of managing violent and sexual offenders it is up to offender management officers to manage the risk they pose to their communities but they also have the right to a private life in certain circumstances. From the research and essays cited there is obviously a clear balance needed to once safeguard our communities but two inform them if there is a need.

Word Count: 1000

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