

Critically evaluate the concept of ‘the professionalisation of the police service’ considering how ‘Maintaining Professional Standards’ ‘ethical and inclusive’ and ‘Coaching and Mentoring’ approaches contribute to this. (1000 words)

Policing as it is known today originated in 1829 when the Metropolitan Police of London was set up by an act of parliament by Sir Robert Peel (Metropolitan Police Act, 1829). Since 1829, unsurprisingly, society has evolved, requiring the police service to evolve with them, lest it fall behind. In this discussion we will look at the factors which drives this ‘evolution’ and what has been done in bringing the police service in line with today’s societal needs.

Sir Robert Peel developed a philosophy to define an ethical police service, which is otherwise known as ‘The Peelian Principals’. This was that idea that the role of the police is to prevent crime and disorder, and that the test of police efficiency is the absence of crime and disorder (Home Office, 2012). These ideas remained largely unchanged since the 19th century, so are modern day police services stuck in the past, or has something been done?

Today we face additional challenges that police officers may not have in the 19th century such as communities becoming more diverse and complex, a greater recognition of mental health needs, organised crime has become more widespread, technological advances that opens avenues for cybercrime, and a greater need for accountability (Policing Vision, 2016).

Challenges like these were recognised in the early 2010s and as a result a report was commissioned (Neyroud, Loader, Brown & Muir, 2013), and found that the Peelian principals are not adequate for the modern-day police services and needed to be built upon to account for challenges faced today. These ‘updated’ Peelian principals fall in-line with modern day powers, and outline the collaboration the police with the public and other agencies, such as courts and prisons, but also with other government agencies, such as education, social work, housing etc.

Historically policing ethics have been controversial, with notable examples such as the murder of Stephen Lawrence which resulted in the Macpherson report, and the Hillsborough case where there were allegations of sanitised statements. These showed failings in police integrity which inevitably led to a falling in public confidence of the police. In 2018, the Independent Office of Police Conduct was launched to replace the Independent Police Complaints Commission, due to the increase in investigations into complaints, and to bring “greater accountability to the public” (The Independent,

2018). This is one of the ways that the police service has been 'professionalised', by bringing accountability in line with other professional bodies. Also, on the topic of professional bodies, professions such as engineers have a code of ethics or professional standards which they adhere to ("Engineering Council", 2017), and many other bodies are the same, and according to (Holdaway, 2019) it was "important symbolically for the police professional body to act similarly". The College of Policing was also established in 2012 and one of its first actions was to establish a code of ethics for police services as a professional organisation. (Holdaway, 2019) also noted that the addition of a code of ethics and the reforming of the Independent Police Complaints Commission "were aspects of the wider project to regulate police behaviour more effectively and, implicitly, to professionalise the service".

In recent years, we have seen a change to the recruitment process for police officers, with candidates now requiring much higher qualifications than prior to 2020, and alongside the police educational qualifications framework (PEQF), we can see that policing is heading towards a graduate profession. This follows on from the (Policing Vision, 2016), where it talks about creating a twenty-first century police service with police officers adequately equipped to deal with today's challenges.

The College of Policing also sets out the groundwork for evidence-based policing (EBP), which when broken down is a reinvention of the scientific method used to evaluate methods and discover what methods work best when dealing with specific issues. (Sherman, 2013) talks about the introduction of EBP into everyday policing and how it is a crucial step towards professionalism by the setting of "independent, evidence-based standards of police practice". This brings us nicely back to other professional bodies, for example medicine develops "by placing research findings into policies and practices" (Holdaway, 2019).

The advancement of knowledge by the previously mentioned PEQF, which is part of the "framework for the professional training and qualifications of police officers" (Strong, 2019), is envisioned to realign police officers as "moral agents" by utilizing the academic education via the PEQF and life-long learning from working to be better equipped to deal with today's challenges (Martin, 2021).

There is no doubt that there are many different approaches put in place to professionalise the police service, and the processes mentioned above do a respectable job of this, but where do we go from here? Are we moving too far away from the Peelian principals towards a profession where policing is not by consent, or rather is society forcing policing that way? We can see from the above changes that have happened in the last decade that the police service is trying to keep up with societal changes

Module: BMP6005D Operational Policing Practice 3

in an ever-changing society, but when the Peelian principals were first conceptualised, police did not have the powers that they have today, and police were reliant on public support to be able to carry out their duties. Today, the police are scrutinized more than ever and must evolve to keep ahead of the challenges that face police services, all while remaining transparent and honest. England and Wales are now vastly different places compared to the nineteenth century and it follows that the police of the modern day need to keep up. The fact that we are seeing such massive changes all at once shows how the police service is learning from past mistakes and becoming professional.

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Critically evaluate the role of the police in the following area: Response policing (public perception and critical/major incidents) (1000 words)

There are many roles within the police service, all with different purposes and specialities, however there is one role that comes to mind when thinking of the police service, and that is the role of the response officer. Response policing is a term used to describe the teams of police officers who will respond initially to calls from members of the public. Response officers will often come into contact with the public first and are often seen as the face of the police. With a wide range of responsibilities, response officers need to be competent in a range of skills.

Given that response officers are likely to be the first on scene of an incident, it is important that they can identify what happened and what it is exactly with which they are dealing. This is especially important when dealing with 'Critical Incidents'. Critical incidents are defined as "any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community" ("Critical Incidents", 2022). I feel that a clear example of what the consequences of failing to identify a critical incident can be by looking at the case of the murder of Stephen Lawrence, with findings that show that the initial response was very poorly handled (Home Office, 1999), leading to a nineteen-year gap between the offence and the conviction of the perpetrators (BBC News, 2018).

There are three phases to managing a critical incident ("Critical Incidents", 2022), the first being the preparation of staff for a critical incident, by ensuring that there are appropriately trained staff available to always deal with an incident. The second is the actual management of critical incidents, including the identifying of them and the subsequent management of them by whatever means necessary in line with the national decision model ("National decision model", 2022). The third and final stage is all about restoring public confidence, by means of reparations such as an early apology or a referral to the Independent Office of Police Conduct if necessary. It is important to identify what steps, if any, are needed to restore public confidence as outlined by the Peelian principals (Home Office, 2012).

Of course, not all incidents will be crime related and may need to be a joint operation with other emergency services. Incidents such as this are called 'Major Incidents', and are defined as "An event or situation, with a range of serious consequences, which requires special arrangements to be

Module: BMP6005D Operational Policing Practice 3

implemented by one or more emergency responder agencies" ("Civil contingencies", 2022). The co-operation between emergency services is crucial, and the Joint Emergency Services Interoperability Principals were established to help manage incidents and prevent failings like that of not identifying a critical incident.

We have talked about how the failings of the police, for example at critical incidents, can cause a drop in public confidence, but the public do not need to have been involved in an incident to have a perception of the police service. A survey commissioned by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, found that although sixty-one percent of respondents were satisfied with their local police overall, less than thirty percent of respondents were satisfied with police visibility. (Awan, Brookes, Powell & Stanwell, 2018) found that black and ethnic minority communities perceived themselves to be treated poorly compared to other communities, leading to a reduced confidence in the police. A recent example of this can be seen in London, where excessive force was allegedly used during a stop search of a black teenager (BBC News, 2022).

A lot of what the police do is often unseen by the public, and as such how can the public make a fair assessment of the service they receive if they only see half a picture? Well as it turns out when the public learn more about how the police operate and the challenges faced by modern day policing, they looked more favourably on the police service (Higgins, 2020).

The police service is unfortunately let down by a small percentage of officers who do not adhere to policing values, the codes of ethics, and even the legal responsibilities bestowed on them. The effect of this small percentage has a massive impact on the whole of policing with corruption being so "corrosive of the public trust that is at the heart of policing by consent" (Independent Police Complaints Commission, 2012). The police are where the public turn to protect them from harm, and as such any questions over its integrity has a greater effect on it than for example when a politician's integrity is questioned, which leads nicely to a recent question of integrity. Reports of covid breaches during the covid-19 pandemic in 2020 and 2021 at 10 Downing Street led to the political scandal known as 'partygate', which even got the Metropolitan Police Service's integrity called into question, with the leadership of the Metropolitan Police Service seeming to standby rather than investigate the breaches (Newburn, 2022).

The role of response policing is fraught with challenges, such critical and major incidents, how the public perceives it, alongside the challenges faced just by the role itself. There are countless

Module: BMP6005D Operational Policing Practice 3

opportunities for making mistakes, which unfortunately will have an impact on the public. However, this impact is marginal compared to that of the impact of corruption and lack of integrity. It is generally accepted among police officers that their internal professional standards departments are 'out to get them', however it appears that with the range of consequences that can happen when a police officer 'goes rogue', surely a robust and dedicated entity to root this behaviour out is needed.

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Critically evaluate the methods used by police in gathering information and intelligence, how information contributes to the 'tasking and coordinating' process and how information and intelligence is communicated. (1000 words)

Information and intelligence are easily seen as the same thing, but there are a few distinct differences. Information can be seen as the raw data from sources, which often has not been analysed and lacks a context, whereas intelligence is processed information, which has been analysed and often collated with other sources of information. Accurate intelligence sharing between organisations allows police and other services to proactively respond to threats, and to co-ordinate joint operations where necessary ("Intelligence: enhancing the picture of serious organised crime affecting the UK", 2022). For example, intelligence on a known holder of a firearm can enable the appropriate response to deal with any incident that should arise.

Of course, not all this information and intelligence does not just fall into the lap of the police service, it must be collected for the most part. There are a few types of ways that information can be gathered, such as routine collection, volunteered information and tasked information ("Collection and recording", 2022). Volunteered information is simply information provided to the police by members of the public, and routine collection being that from police officers picking up information just by carrying out their role, for example when responding to an incident an officer may discover that a person has a large collection of knives in their address. This information on its own is not enough to action upon, but when collated with other information that may show that the knives are to be used in an upcoming criminal act, there is the option for pre-emptive action to be taken.

Tasked information is akin to that of classic spy movies, with methods such as covert human intelligence sources who can provide secret information about a target, directed surveillance which could be as simple as observing a target, all the way to intrusive methods such as putting listening devices in a targets home or intercepting a targets phone call ("Gathering Intelligence", 2022). Naturally, such intrusive measures going against article eight of the European convention of human rights ("Right to respect for private and family life", 2022) require legal requirements far greater than a typical police officer will experience, and methods such as these are often carried out by MI5.

The development of and actioning of intelligence happens in multiple ways across a police force but can be outlined as follows; information is collected via any of the methods mentioned previously

Module: BMP6005D Operational Policing Practice 3

and passed to intelligence units where it is assessed. It is then passed on further to what is known as the 'strategic tasking and coordination group' (ST&CG), where the intelligence is considered as part of the general policing picture and will identify any current or emerging threats, and as a result of this a 'control strategy' is developed. This control strategy is passed to the 'tactical tasking and coordination group' (TT&CG), where it can be applied and carry out actions based on current threat analysis (Tasking and Co-ordination Policy Gwent Police, n.d.).

Simply put, the ST&CG can be viewed as the being saying 'this is what needs to be done' and the TT&CG carrying out what needs to be done. There are other entities within the 'tasking and co-ordination' umbrella involved, but the aim is to enable police forces to focus where their resources are to effectively manage situations that should arise. By not having this structure in place, the risks could range from police officers not being stationed appropriately during a public event leading to an unmanaged threat to the public, to serious and organised crime groups going undetected in a community.

Information which has been processed into intelligence to be actioned has to be passed to the police officers via means of a briefing. An ideal structured briefing will provide information surrounding the operation, such as location, history etc, the intentions and methods such as the tactical plan from the TT&CG, the administration of the operation such as specific duties, the risk posed to all, how communications was be made throughout the operation, and lastly any human rights and other legal issues. This is known as the IIMARCH model ("Briefing", 2022), but is not the only model available. By using such a model, the information that is required to be disseminated is done so, and the structure allows the information to be easily understood.

Another model is the SAFCOM model ("Communications strategy", 2022), named after its components of situation, aim, factors, choices, options, and monitoring designed to ensure that communication is effective. The benefits of using such a model not only enables the clear delivery of information, but also provides a share sense of purpose, which within a police force is crucial for encouraging teamwork.

Operation orders are another way of communicating information (Home Office, 2020), with it being a basic overview of an upcoming operation by describing how resources are to be used, that enables officers to familiarise themselves with prior to deployment. This puts the attending officers in good stead for when a more formal briefing occurs containing the final details for the operation.

Module: BMP6005D Operational Policing Practice 3

We can see that information and intelligence plays a big part of modern-day policing, and how the transformation of simple information to intelligence which can have an impact on the operation of serious and organised crime groups, is now deeply ingrained in policing. If we consider all the incidents that have gone under the medias scope due to the actions of police forces with reliable intelligence, we can see how valuable intelligence is, not only on harm that can be prevented, but by deploying resources effectively, the apprehension of offenders and the prevention of crime. The consequences of not using intelligence to lead policing could be disastrous.

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Critically evaluate police strategies for dealing with public protection incidents considering the impact of abuse on victims, the impact personal attitudes and values on the investigative process and the association between Serious and Organised Crime groups and public protection issues. (1000 words)

The police service deals with far more types of incidents than they did when first established in the nineteenth century, however one thing has not changed, that the police service deals with crime, and where there is crime there is a victim, whether that be a person or the crown. The (United Nations, 1985) defines a victim as "persons who, individually or collectively, have suffered harm, including physical or mental injury, emotional suffering, economic loss or substantial impairment of their fundamental rights, through acts or omissions that are in violation of criminal laws". This definition shows that a person can be a victim by various means.

One of the roles of the police service is to protect the public from harm by dangerous or serial sex offenders and does this by means of a so called 'Multi-Agency Public Protection Arrangements' or MAPPA for short ("MAPPA", 2022), with the power to do so coming from (Criminal Justice Act, 2003). MAPPA protects the public by bringing together the police service, the prison service and the probation service and any other necessary services to manage identified offenders and to assess the level of risk to the public from these individuals. It does so by categorizing these individuals into either registered sex offenders, violent offenders, or other dangerous offenders, and then also applies a management level to the individual depending on the risk of harm posed to the public (Ministry of Justice, 2019).

(Wood, Kemshall & Maguire, 2007) found that MAPPA did effectively contribute to the supervision of these offenders, however highlighted that although supervision levels are linked to the risk posed to the public most of the time, there were times when resource levels were an impacting factor in deciding the risk levels. A lack of management of these offenders has the potential to unleash the risks of harm to the public that was the intention of MAPPA to manage, which could have life-threatening consequences for potential victims.

MAPPA isn't the only approach to safeguarding the public, the Multi-Agency Risk Assessment Conference (SafeLives, 2013), or MARAC, is a meeting between the local police service, health board, child protection, probation and other specialists to share information on the highest risk domestic abuse

cases, where the goal is to increase the safety of the victim by means of a co-ordinated effort between the agencies.

Of course, one cannot look at dangerous offenders without considering Serious or Organised Crime (SOC), which itself adds another dynamic to public protection. The impact of SOC can be devastating on the public, as a report by the (Home Office, 2018) showing that between 2015 and 2017 there was a 25% increase in firearm offences, and in 2017 alone there were 2503 deaths from drug abuse in England and Wales, with greater threats ever presenting with advances in technology.

It follows common sense that victims of crime will be affected so in so way, and (ONS, 2017) found that in 75% of violent incidents, the victim was emotionally affected by the incident, with 18% being very much emotionally affected by the criminal act. However (ONS, 2017) also found that in the case of burglary, 24% of victims were very much emotionally affected by the act. It was also found that burglary was perceived to the victim to be more serious than that of violent crime. This indicates that the effect of a crime on a victim is linked to the victim's perceived seriousness of the crime.

(Shapland & Hall, 2007) found that when an individual becomes a victim of crime it was not uncommon for the victim to feel shock, guilt, and anger in the short term, with long term effects such as a loss of faith in society, depression, fear of re-victimisation, and even PTSD. This does not take into account the physical effects of crime, such as injury or financial loss, and their resulting effects such as the potential for life altering injuries, or loss of earnings or sentimental possessions. These effects may not only affect the victim, but also families and friends related to the victim, particularly in acts where the victim has died. (Dinisman & Moroz, 2017) found that the greatest impact overall from crime is the negative effect of the victims emotional or psychological state.

It is for these reasons that victims of crime are supported by The Victims Code (Ministry of Justice, 2020), which is an entitlement to support from organisations for victims and witness of crimes.

The effects of crime on victims are a natural response to such an incident as it is human nature, and the same applies to police officers dealing with the crime. Police officers are meant to be unbiased, independent beings; however, they are still human, and where we mentioned earlier about the victims perceived seriousness of a crime, police officers also have a perceived seriousness of a crime, and it's when the officers and the victims perception of the crime differs that it can impact an investigation. We can see this from (Christie, 2018) with their idea of an 'ideal victim', a being who if perceived of being innocent of any wrongdoing in the situation is looked upon more favourably than a being who perceived

Module: BMP6005D Operational Policing Practice 3

as being less innocent, and it follows with common sense that a greater service will be received by the 'innocent' being.

We can see that the police service and other agencies have a lot of challenges to face to protect the public from harm, coming from sources such as dangerous or sexual offenders, serious or organised crime, and that the impact that crime impacts on people can be long lasting, or even have devastating consequences. This is a branch of policing that must be respected and needs to be managed with the utmost care.

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Critically analyse the concept of evidence-based policing and 'what works' in policing evaluating crime prevention theories and strategies and considering the options open to reduce re offending. (1000 words)

Policing as we know it today first originated in the early nineteenth century and has changed a lot since Sir Robert Peel founded the Metropolitan police service. Today's police services face far more challenges than those in the nineteenth century and methods had to be developed to better equip police services with the skills to deal with the new challenges.

Science has often used what is called the scientific method to study the natural world since as early as the seventeenth century, and policing has caught on and adopted that method just before the end of the twentieth century, calling it 'evidence-based policing'.

Evidence-based policing was defined as "the use of the best available research on the outcomes of police work to implement guidelines" (Sherman, 1998). What this means is that when guidelines are redeveloped, the outcomes from the previous guidelines are considered, and the new guidelines are meant to be an improvement on the previous. This 'new' way of thinking changed how police guidelines were developed and was born out of an observation at how well medicine developed as a science, and whether policing could advance in the same way.

Police services in England and Wales use the College of Policing ("College of Policing", 2022), which is an independent branch of the Home Office, to provide guidance to police on 'what-works' to provide a better and more consistent service to the public. Although evidence-based policing is originally based in academics, it is not limited to academics with police officers being encouraged to utilise evidence-based policing.

However, (Palmer, Kirby & Coleman, 2019) found that evidence-based policing is not being utilised throughout the service with "the actual use of research to inform police initiatives at an organizational level appeared extremely limited and this generally rested on senior police ranks, rather than lower police ranks or civilians". This is not just limited to England and Wales, with an earlier study in the United States having a similar result (Telep & Lum, 2014). This would suggest that the uptake of evidence-based policing is limited by current organisational culture.

Evidence-based policing was not only developed to provide guidelines for past crimes, but it also applies to crimes which have not yet happened, or rather, it can be used in crime prevention. To

see how crime can be prevented, we must first see what motivates a criminal activity. One theory that does this is 'routine activity theory' (Cohen & Felson, 1979). This theory states that there needs to be three elements that come together for a crime to take place. These are a motivated offender, a suitable target, and the absence of a suitable guardian. A motivated offender can be any individual who is not only able to commit a criminal act, but also willing to. A suitable target is any person or object who will be subjected to the criminal act, and its suitability to have the criminal act acted upon depends on attributes belonging to the target. These attributes are its value, whether tangible or not, its inertia or its physical state, its visibility to the motivated offender, and lastly its access, whether the motivated offender can access the suitable target. The element, the absence of a suitable guardian refers to anything which can deter the motivated offender, whether this be tangible or not. (Felson & Clarke, 1998) have examined this theory and put it into real life examples, and how often criminal acts are opportunistic, and suggests that one criminal act provides further opportunities to commit further acts.

The phrase 'life of crime', meaning "habitual breaking of the law" (Merriam-Webster, 2022) still can be used today, as reoffending is still prevalent today. Between July and September 2020 there was an overall reoffending rate of 24.4% (Ministry of Justice, 2022). A partnership between the police service and probation service and other agencies to manage repeat offenders has been established since 2002, now known as the Integrated Offender Management. It aims to bring local partners together and utilise programmes that are in place such as the Prolific and other Priority Offender programme and the Drug Interventions Programmes, to help manage offenders to improve the quality of life in communities (Home Office, 2010).

Other attempts to curb reoffending also include the combining of the National Probation Service and Her Majesty's Prison Service to provide end-to-end management of offenders, and support for offenders ("Her Majesty's Prison and Probation Service", 2022). For younger offenders, there is the Youth Justice Board which oversees the youth justice system to support child offenders to "build on their strengths so they can make a constructive contribution to society" ("Youth Justice Board", 2022).

Evidence-based policing clearly has the potential to make the police service a more efficient service, however from the literature we can see that its uptake is not as widespread as it could reasonably be. There are certainly different roles in the police service which would benefit more from utilizing evidence-based policing, such as neighbourhood policing teams, which deal with anti-social

Module: BMP6005D Operational Policing Practice 3

behaviour and repeat criminal acts, as evidence-based policing could be used alongside routine activity theory, to identify what can be done to reduce crime.

We identified some of the organisations which help to reduce reoffending, but as we saw from (Felson & Clarke, 1998), a lot of criminal acts are opportunistic, and here is where we can utilise evidence-based policing to reduce re-offending by removing the opportunities or diverting the offenders away from a life of crime.

Evidence-based policing can change the twenty-first century police service, but only if its potential is unlocked and utilised across the board.

Word count: 928

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Module: BMP6005D Operational Policing Practice 3

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Module: BMP6005D Operational Policing Practice 3

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Module: BMP6005D Operational Policing Practice 3

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