

PESTLE ANALYSIS

SOUTH WALES POLICE

WHAT IS PESTLE?

PESTLE ANALYSIS IS A TOOL THAT CAN BE USED TO UNDERSTAND EXTERNAL FACTORS THAT MAY IMPACT ON AN ORGANISATION WHICH CAN GIVE INSIGHTS ON HOW TO AMEND STRATEGIES (CIPD, 2023). THERE ARE MULTIPLE TOOLS WHICH CAN BE USED IN CONJUNCTION WITH PESTLE TO GET A WELL-ROUNDED OVERVIEW OF INFLUENCES ON AN ORGANISATION SUCH AS A SWOT ANALYSIS. SWOT LOOKS BOTH INTERNAL AND EXTERNAL FACTORS TO ASSESS THE STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS WHICH CAN THEN BE USED TO ASSESS THE IMPACT ON STRATEGIES (CIPD, 2023). BELOW, THREE PESTLE FACTORS AFFECTING SOUTH WALES POLICE (SWP) HAVE BEEN ASSESSED, LOOKING AT THE POLITICAL, TECHNOLOGICAL, AND ENVIRONMENTAL INFLUENCES ON THE FORCE.

POLITICAL

POLICE OFFICERS AND STAFF MUST BE SEEN TO REMAIN IMPARTIAL IN POLITICAL MATTERS, THIS HAS RECENTLY BEEN BROUGHT UNDER SCRUTINY BY THE THEN HOME SECRETARY SUELLA BRAVERMAN WHO COMMISSIONED A REVIEW INTO ACTIVISM IN THE POLICE (HOME OFFICE, 2023). ONE SUCH EXAMPLE WOULD BE FOLLOWING THE DEATH OF GEORGE FLOYD IN AMERICAN WHICH INSTIGATED BLACK LIVES MATTER (BLM) PROTESTS AROUND THE WORLD. INDIVIDUALS WOULD 'TAKE A KNEE' IN A SHOW OF SOLIDARITY WITH THE PROTESTERS, THIS INCLUDED SOME POLICE OFFICERS, HOWEVER THEY WERE URGED TO CAREFULLY CONSIDER THE INDIVIDUAL CIRCUMSTANCES AND SECURITY BEFORE KNEELING (SKY NEWS, 2021). SOUTH WALES POLICE CODE OF CONDUCT (NO DATE) STATES THAT EMPLOYEES CANNOT ALLOW PERSONAL INTERESTS TO CONFLICT THE INTERESTS OF THE FORCE. A HARVARD BUSINESS REVIEW ARTICLE (2021) THEORISED THAT ORGANISATIONS WHO TRY AND ENFORCE AN APOLITICAL STANCE FAIL TO REALISE THAT INACTION DOES NOT INDICATE NEUTRAL AS INACTION CAN SERVE A POLITICAL AGENDA REGARDLESS. POLICE FORCES ACROSS THE UK HAVE STRICT UNIFORM POLICIES THIS INCLUDES WEARING PINS AND BADGES SUCH AS THE 'THIN BLUE LINE' BADGE WHICH WAS DESIGNED TO COMMEMORATE OFFICERS WHO HAVE DIED IN SERVICE. SIR MARK ROWLEY, COMMISSIONER FOR THE MET TOOK THE DECISION TO BAN THIS BADGE DUE TO BEING CAUTIOUS ABOUT OFFICERS AFFILIATING THEMSELVES WITH ANY CAUSE, THIS DECISION WAS MET WITH A LOT OF BACKLASH (BBC, 2023). THERE IS A FAIRLY FIRM STANCE ON POLITICALLY ACTIVISM WITHIN THE POLICE, HOWEVER STIFLING INDIVIDUAL THOUGHT ON ISSUES, ESPECIALLY WITH YOUNGER GENERATIONS BECOMING MORE VOCAL ON POLITICAL AND SOCIAL ISSUES, SWP MAY ENCOUNTER PUSH BACK ON A MORE REGULAR BASIS. IT IS IMPORTANT THAT SWP CREATES AND COMMUNICATES CLEAR POLICY AND GUIDANCE SURROUNDING POLITICAL ACTIVISM AND REENFORCES THAT MESSAGE AT KEY MOMENTS SO EXPECTATIONS AND RESPONSIBILITIES ARE FULLY UNDERSTOOD (GOLDBERG, 2021).

TECHNOLOGICAL

IN A CONSTANTLY CHANGING TECHNOLOGICAL ENVIRONMENT, THERE ARE NEW CONSIDERATIONS ON HOW SWP MAY USE TECHNOLOGIES TO POLICE IN THE FUTURE. ARTIFICIAL INTELLIGENCE (AI) IS A DIVISIVE TOPIC FOR MANY PEOPLE, ONE OF THE BIGGEST STORIES HAS BEEN AROUND THE USE OF FACIAL RECOGNITION. AN ARTICLE BY URQUHART AND MIRANDA (2021) DESCRIBES THAT POLICE NEED TO ENSURE THE TECHNOLOGY THEY USE IS ACCURATE TO REDUCE THE RISK OF FALSE POSITIVE IDENTIFICATIONS, HOWEVER THE MORE ACCURATE THE TECHNOLOGY IS THE HIGHER THE CHANCE OF MORE INVASIVE SURVEILLANCE WHICH COULD IMPACT PRIVACY AND FUNDAMENTAL RIGHTS. THE HOME OFFICE (2023) HAS URGED UK POLICE FORCES TO DOUBLE THEIR USE OF FACIAL RECOGNITION IN ORDER TO TRACE OFFENDERS BY MAY 2024. FROM A PUBLIC PERSPECTIVE, A STUDY REPORTED ON BY THE GUARDIAN (2022) FOUND THAT THE USE OF FACIAL RECOGNITION TECHNOLOGY IS UNETHICAL AND BREACHES HUMAN RIGHTS LAWS. A DELOITTE REPORT (2021) SUGGESTS THAT THE USE OF AI TECHNOLOGIES COULD REDUCE CRIME BY UP TO 40% AND REDUCE EMERGENCY SERVICES RESPONSE TIMES BY UP TO 35%. WITH THIS USE OF TECHNOLOGY STILL NEW, SWP NEED TO WORK TO CHANGE THE PUBLIC PERCEPTIONS BY ENSURING THEY ARE TRANSPARENT ABOUT HOW THEY USE THE DATA. AI TECHNOLOGIES CAN ALSO CHANGE THE WAY CRIMINALS WORK, THEREFORE CHANGING THE TYPES OF CRIMES THAT SWP MAY BE INVESTIGATING. EXPERTS FROM VARIOUS BACKGROUNDS AND SECTORS HAVE RANKED TWENTY OF THE MOST CONCERNING AI ENABLED CRIMES, WITH FAKED AUDIO AND VIDEO CONTENT BEING AT THE TOP OF THE LIST (GREATRIX, 2020). HYPER-REALISTIC AUDIO AND VIDEO FORGERIES ARE COMMONLY KNOWN AS DEEPFAKES AND CAN BE USED TO COMMIT VARIOUS TYPES OF FRAUD, IT CAN ALSO BE USED TO TAMPER WITH EVIDENCE DURING AN INVESTIGATION WITH POLICE AND COURTS ALREADY HAVING TO TAKE STEPS TO UNDERSTAND WHETHER EVIDENCE THEY HOLD IS GENUINE OR A DEEPFAKE (DAUER, 2022). CHANGES IN THE WAY SWP INVESTIGATE AND TACKLE CRIME MAY BE NEEDED IN THE FUTURE WITH CYBER CRIMES SEEMINGLY ON THE INCREASE WITH 39% OF UK BUSINESSES REPORTING CYBER ATTACKS IN 2022 (GRIFFITHS, 2023). MORE RESOURCES MAY BE REQUIRED WITH THE PARTICULAR SKILLSET OF INVESTIGATING AND PREVENTING AI INDUCED CRIME.

ENVIRONMENTAL

THE MOST PRESSING ENVIRONMENTAL FACTOR FOR THE WORLD CURRENTLY IS CLIMATE CHANGE. RISING TEMPERATURES ARE, AND WILL HAVE, SERIOUS IMPACTS ON OUR LOCAL COMMUNITIES WHICH WILL INEVITABLY IMPACT ON OUR RESOURCES. ACCORDING TO THE MET OFFICE (NO DATE), OCEANS ABSORB 90% OF THE HEAT GENERATED, THIS CAUSES THE OCEAN TO WARM AND EXPAND, COUPLED WITH WATER PRODUCED BY MELTING ICE IS RESULTING IN RISING SEA LEVELS. WITH THE FORCE INCLUDING A LOT OF COSTAL AREA, WE MAY SEE MORE FREQUENT OR SEVERE FLOODING AFFECTING AND DISPLACING RESIDENTS IN OUR COMMUNITIES, THIS COULD EVEN INCREASE FATALITY RATES. RESEARCH BY THE JAMES HUTTON INSTITUTE (2020) REPORTS THAT FLOODING CAN IMPACT ON THE MENTAL HEALTH OF THE COMMUNITY EVEN YEARS AFTER THE EVENT. THE LEVEL OF SUPPORT REQUIRED OF THE FORCE IN THESE SITUATIONS WOULD BE IMMENSE, NOT JUST IN RELATION TO ACCIDENTS, INJURIES AND DEATHS CAUSED BY FLOODING BUT IN TERMS OF PROVIDING SUPPORT AND CARE TO THE COMMUNITIES AFFECTED. A STUDY BY BONKIEWICZ AND RUBACK (2010) SUGGESTS THAT FOCUSING ON PHYSICAL IMPACTS OF DISASTERS IS NOT THE IDEAL PRACTICE, AND THAT THE SOCIAL IMPLICATIONS PLAY AN IMPORTANT PART IN EVACUATIONS, SEARCH AND RESCUE, RECOVERY, AND THE PUBLIC VIEW ON THE POLICE FOLLOWING A DISASTER. DEFLEM AND SUTPHIN (2009) ALSO SUGGEST THAT POLICE FORCES MAY NOT UNDERSTAND HOW THE BEHAVIOUR AND PRIORITIES OF THE COMMUNITIES CHANGE THROUGH DIFFERENT PHASES OF A DISASTER AND THAT THE POLICE SHOULD ADJUST THEIR POLICING STYLES TO SUPPORT A BETTER OUTCOME. GIVEN THE RISK OF FLOODING TO THE LOCAL COMMUNITIES, SWP NEEDS TO ENSURE THAT HAVE FULL AND COHERENT PROCESSES IN PLACE SHOULD A FLOODING OCCUR. SWP DO HAVE RECENT EXPERIENCE OF A MAJOR FLOODING INCIDENT WHEN STORM DENNIS HIT THE AREA IN 2020, A ROBUST MULTI-AGENCY APPROACH WAS TAKEN TO KEEP THE COMMUNITIES SAFE AND CALM (WALES ONLINE, 2020).