

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.

Policing as a career has been a part of British culture for almost two hundred years at this point, since the construction of the Metropolitan Police Act of 1829. During this time the roles and responsibilities of the police have changed drastically. Policing as a principle can be considered somewhat of an oxymoron. Initially it can appear that the basic role of the constable is steadfast and unchanging. "To protect life and property" is stated as a core role of the police by the modern College of Policing and this can clearly be based on one of the principles set by Robert Peel in the original police act. However, the way that the constable must provide their service is fluid and ever changing. Societal, economic and cultural change is constant and the police as a service must inevitably develop along with it to be able to serve its function. The professionalisation of the modern police constable appears as an inevitable response to this. However, the method of professionalisation and whether it is a necessity in the first place is under constant review.

MAINTAINING PROFESSIONAL STANDARD (500)

Stories of the police are spread all through the media constantly. There is still an air of mystery surrounding the police that is shown through TV programmes that feeds an interest that members of the public often have. These shows romanticise the idea of the 'rogue cop', who plays by his own rules to get the job done. However, these ideals can only work in fiction. When it comes to the real world, the individual police officer is held against a standard of professionalism that is to be expected. The police are constantly scrutinised by the public and the public expect a standard of professionalism from their policing service. A recent hit show Line of Duty demonstrates the working of the 'Anti-Corruption 12' unit that shows many examples of how a real Professional Standards Department (PSD). The Justice Inspectorates defines the PSD as a "police department which deals with complaints against officers and staff". The PSD is a unit within each of the national police forces. It receives, records, investigates and resolves public complaints and also records and investigates misconduct allegations" (2020). The investigators within these departments are also police officers. The concept of the police dealing with police complaints has caused much contention with the public. The police should be trusted to behave with honesty and integrity. However, the need for the PSD shows, obviously, that this is not always the case. The public should be able to trust that their complaints are being treated properly and fairly. They should not feel that the police are going to have their own backs. The PSD being made of officers can cause this to happen. It may give the perception that the PSD is there rather to protect police rather than to hold them to a standard. Having police officers hold other officers accountable does naturally have its benefits. The investigators within the PSD will have previously worked within other departments and have an understanding of how they work. They will also have a functional knowledge of legislation and how to apply it (College of Policing 2020). Therefore they will be able to understand how the day to day officer needs to function and how that may appear to be out of the normal for the general public. For example, a member of the public may complain about a use of force that is applied to them but it may be the appropriate level of force required for the safety of all those involved. A person who has had experience with using force like this would have the best insight in how to investigate it. The separate body of the Independent Office of Police Conduct (IOPC) works on the wider scale. The IOPC deals with the most serious matters, such as death in police custody. The set the standards in which police complaint investigations much take place. Most importantly, the IOPC act independently of the police and the government. As a body that acts independently of the police they can be perceived by the public to be in the favour of the public and not supporting the police.

However, when checking the Trustpilot reviews, the opposite appears to be the seen. Although not a scientific source, these reviews are a simple way to gain people's perceptions on organisations. Within the reviews it is clear to see that the majority of those leaving reviews believe the IOPC to be 'corrupt' and to be there in support of the police. One review states "Not independent at all. They completely disregard your complaints and maliciously share your personal information with the police you are complaining about so they can harass you" (Trustpilot 2020). Often those that leave reviews online are those that have had a negative experience, they are the people who will put the effort in to leave a review. Therefore, these reviews obviously do not reflect the masses. However, it does help to paint a picture on the public's perception of the IOPC and the narrative that certain public wish to paint. For some of the public, no matter how professional the service they may receive they will not be pleased if the outcome of the matter is not in their favour. The IOPC also acts nationwide (IOPC 2020). They are able to collate information between forces and help forces learn from incidents. They are able to inform the forces within the UK of patterns and how policies can influence them. By having agencies, both inside and outside of the police, that hold the police against their actions it benefits both the police and the public. The public have agencies that they can turn to if they feel they have received an unprofessional service and the police have a standard to which they must act upon. A member of the public's opinion on organisations will greatly depend on their own personal experiences with the police. However, by gathering information on misconduct throughout the British policing the IOPC is able to influence policy to continuously improve policing standards. The loop of reporting police misconduct to inflict policy change will only therefore drive professionalisation forward to an improved police service.

As set in the original Peelian principles, 'the police are the public and the public are the police'. The idea of 'policing by consent' relies incredibly heavily on the public's perception of the police. The rise in technologies and social media has meant that the police are more accountable for their actions than ever. One of the most recent and powerful examples of this is the death of George Floyd. The average person is now more able than ever to easily have access to high quality video camera, on their smartphones. Not too long ago the only accounts that would be available to the courts would be written paper statements. The video footage surrounding Floyd shows the exact level of force used by officers. Whether it was appropriate or not is for the courts to decide. However, this level of accountability from video camera is to be expected for the modern officer. The public are now able to show exactly how their interactions with the police pan out. The Network for Police Monitoring (NETPOL) are a group for monitoring police actions. They even set out guides on how to film stop searches (NETPOL 2012). Stop searches are one of the powers that police use that cause the most tension. It is often discussed as to whether the grounds are legitimate or based on racial biases. The more that police are filmed, the more they can expect to be filmed. The fact police will have to come to expect camera to be involved will influence the way that they treat people and the whether these powers are used inappropriately. Video footage also works in the way of the police. The use of body worn cameras has drastically increased in recent years. One of the driving mechanisms of this is the death of Mark Duggan (Coudert, f., Et al. 2015). Duggan was one of the subjects for Operation Dibri. This was an Op set up by the Metropolitan Police to tackle firearms within Tottenham. Duggan, through multiple lines of intelligence, became a subject of this operation and a planned stop took place. Three armed police vehicles, each containing three firearms officers, pulled a hard stop on a taxi that Duggan was in. Duggan exited the vehicle and, very quickly after, was shot twice. One bullet fatally wounded him. The officer that fired the shots stated that he believed Duggan pulled out a weapon. After Duggan was fatally wounded no weapons were recovered from him. A pistol wrapped in a sock was located nearby but this was deemed to not be linked. The firearms officers involved

have had to work in a split moment. There was video footage provided from a helicopter above, however this is not very detailed. By firearms officers now having to implement body worn cameras within their role it gives an officers perspective on the matter. The video footage cannot be altered or changed after conferring. The officers in the Duggan operation were advised not to confer before writing their statements, which was done so at a later date, whoever nothing was put in to place to prevent this. The officer involved in the matter stated, when giving evidence, that he had seen Duggan leave the vehicle with a gun shaped object within a sock (Cutler, K. 2014). Any body worn footage of this incident would be able to prove inconclusively whether Duggan was holding this object or not. This would be key evidence.

Video footage is undeniable evidence, when used correctly. It is becoming key in the continual maintenance of professional standards. It tackles professional standards from both sides. Its ease of access to the public and the way it can be shared so easily through modern social media keeps the police accountable for their actions. This has both initial impacts in how the police will interact with someone and also longer term impacts in the way that it will make police expect to be filmed, eg. Stop search grounds. It also help to protect the police in decisions they make and possible complaints that are brought forward. No professional officer would want to behave unreasonably out of line knowing that the body camera footage could be played back in court. Both the implementation of modern accountability, through video, and the development of independent bodies to hold the police to a set standard drive forward the ever developing professional police service.

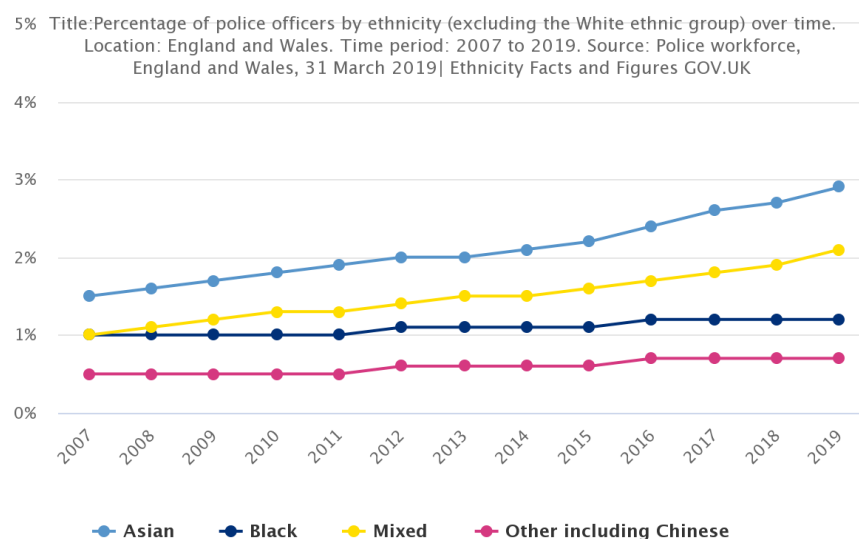
The role of the constable means they are often inherently trusted by the public. Therefore, the constable must work with the highest levels of ethics and inclusivity. The College of Policing, as the role of the professional body for the police, sets and defines the standard of behaviour expected for all of those who act as constables (College of Policing 2020).

Unfortunately, breaches of conduct are not uncommon and are found in all forces. Recently in South Wales Police an officer was fired for a breach of gross misconduct. An officer acted dishonestly whereby they lied about possible injuries that were sustained to an arrested female whilst in their care. Whilst booking in the detained person in to custody, the officer failed to say about a level of force that was used during the incident. It came to light that the detained person sustained a head injury between the time of arrest and attending custody. A formal complaint was made. South Wales Police passed the investigation to the IOPC. The IOPC interviewed the officer in question who denied any knowledge of the head injury. The body worn footage available, alongside other evidence, proved that this would not have been the case (IOPC 2020). The officer was fired with notice after the hearing. The Director for Wales, Catrin Evans, said on the matter "...PC Thomas did not display the high standards of professional behaviour expected of police officers by making false account during her interview with our investigators". From this it would appear that it was not the force applied that caused problems for the officer, it was the dishonesty in denying knowledge that has lost the officer their job.

The IOPC director, Graham Beesley, has said on a different matter "To make error is human, but public confidence in the police is undermined if officers fail to perform their duties and then attempt to cover up their mistakes" (IOPC 2020). Dishonesty within the police will greatly effect public confidence in a negative manner. Noble cause corruption is corruption nonetheless. Doing the wrong thing for the 'right' reason does not rectify any wrong actions. The authority of the police is only given to them by the people they police. Central to the 'noble cause' is the policing culture. Police are often brought in to the career with a desire to do the greater good. The majority of officers want to better their surroundings, protect the public and serve on behalf of their

communities. The policing culture, whilst under scrutiny, provides benefits. It can bring people with a similar work ethic together to better their teams and the workspace. Caldero describes the police as Value-based decision makers (Caldero, M. Crank, P. 2011). An officer will exhibit discretion in different ways depending on their own personal experiences and morals. That is why that Code of Ethics are essential. They set indisputable ground rules of what is to be expected by all officers. They are not effected by personal values or previous experience. The Code of Ethics are at the heart of all modern police work. If an officer makes a decision that they believe is right in the long term, such as hiding evidence to gain a conviction, if it goes against the Code of Ethics it is ultimately going to likely put distrust from the public in place. Any corruption from officers to play out the 'noble cause' goes against from the foundation of ethical policing. This ultimately will cause further tension from the public, going against the principles set by the police's founder. In order to be able to police by consent, it is imperative that the police act ethically and with integrity. Therefore, it is paramount that bodies such as the College of Policing are in place to keep the modern officer accountable to this ethically high standard.

The police must not only be ethical but inclusive to all people. It is no surprise that throughout history the police service has not stuck to this. The first female police officer, Edith Smith, was attested in 1915. The first female chief constable, Pauline Clare, was not promoted in to that position until 1995. Even in March 2017 female officers only made up 29.1% of the policing staff (Home Office 2017).



(Figure 1)

The above graph (Figure 1) is provided by the Home Office (2019). It clearly shows that even in recent times that proportion of BAME officers to white officers within Wales and England is extremely low. As time goes on England and Wales become ever more culturally diverse. The 'public' are no longer seen as just the white, middle to upper class. The introduction of social media has given a platform for all British people to have a voice. BAME communities now, rightly, expect to see representation although British culture, in media, politics and within the police force. Although numbers are still low, there is a positive trend with BAME representation within the police. Statistically there will be different ethnic backgrounds in different areas, requiring officers who can best relate to its residents to be available. Although officers have their standard Code of Ethics they must stick to, an officers personal experiences will be able to influence how they can best relate to others of different communities. A more racially diverse police network is able to provide the best and most professional service to the public. An officer within South Wales Police was spoken to first

hand and stated "No community is made up of one race". He stated that although BAME officers may be able to assist with understanding other cultures, they are not there to solely become officers for racial minorities. The officer stated that doing this would only cause division with the British population. There is a drastic difference between representation within the workplace and targeted hiring someone for their race. By speaking to local officers the latter reduces the person to their race and diminishes their presence as a member of the police.

Recent days have been some of the most challenging for British police. The recent Covid-19 outbreak has meant more pressure on police in tighter environments and the recent death of George Floyd has brought an up rise for support in the Black Lives Matter movement. The mix of the two has presented all police forces throughout the UK with one of the most complex ethical issues of modern history. Lockdown restrictions do not allow for mass gatherings, however those involved within the Black Lives Matter movement collected in the thousands across the UK to protest. There has been underlying tension within the Metropolitan Police throughout history. The Brixton riots, the 2011 riots and the death of Stephen Lawrence were all catalysts in increasing these tensions. The death of George Floyd, by police hands, was a boiling point throughout the globe. Mass protests happened all across America, Europe and the UK. Different forces across the world dealt with these matters all very differently. As the incidents are so recent there are no official reports on police response to the protests at the moment. However, the media paint to very different narratives between how the US and UK responded to the incidents. Mass riots broke out the US, the military became involved and violent disorder took place throughout many cities. Within the UK the police had to balance an individual's rights to protest with the safety of other. It would be inhumane to not expect some form of emotional response of George Floyd. It was deemed that the public should be able to exercise their right to public but be provided with the safest measures to do so. The only scenes of violent discourse were between police and anti-protestors. As the protests carried on certain behaviours started to encroach criminal activity, notably the destruction of a statue in Bristol. The statue was of a previous slave trader. The statue was brought down and thrown in to the Bristol river. The people responsible for this were charged with criminal damage. It could be argued that ethically it is in the best interest for the public to remove the idealisation of somebody who previous enslaved black people. However, in legislation this act is an offence. In its conception the police were meant to be kept separate from political ideology. The police are in the difficult position of being independent from government affiliation and political movement. The police are meant to be held in society as the most ethical members but as an organisation it is to be impartial. This is ever more difficult as division becomes greater with the British population. In general the rich are become richer, the poor becoming poor, there is more diversity and also more interactions between niche groups. It will prove ever more difficult for the classic British model of policing by consent to continue and the public continue to become more separate. To continue the professionalisation of the police in the long term this is going to need to be reviewed by the governing police bodies, for policy change. The UK police forces as whole are becoming more diverse within its officers, which shows signs of higher inclusion. However as the public become more against the police and the population becomes more diverse, the police are going to have to continue with this and keep up to date on policy to stay and ethical and inclusive as possible.

Critical to the continual professionalisation of the police is the introduction of professional teaching and assessment. The most prevalent way an officer will gain knowledge will be through application of Work Based Learning (WBL). The day to day job of the modern constable is incredibly diverse. The role requires heavily on the application of skills that are learned as opposed to ones that can be taught (Brennan 2005). You cannot teach an officer to be able to know what to do in every situation they find themselves, however they can learn how to adapt their skills to best fit the situation. A

study conducted by Capella University, United States was done to see how the local officers learnt best. The study tested officers against the VARK model of learning. This model states that people will learn best in one of four ways; visually, aurally, through read-write and kinaesthetically (James, S. et al. 2011). The study concluded that a large section of the officers questioned leaned heavily in to either learning best kinaesthetically or they showed they were multimodal (learnt through multiple methods) (Landry, J. 2011). The WBL model benefits from these results as it would suggest that officers are learning best when giving something a go or being employed using a multitude of different styles that may not be based from within a classroom. Within the WBL model it must also be noted that the role of the 'teacher' is less prominent. Instead, the role of the 'mentor' or 'coach' replaces it. The teacher shares their knowledge through instruction and explanation, where as the mentor acts more of an advisor. The mentor shares their knowledge through shared and personal experiences (Flashpoint Chicago 2020).

WBL is often the heart of all continual police training and it is clearly shown as beneficial when officers attend attachments on other departments. Attachments allow officers to gain experience and skills in roles and positions that they may not necessarily have much experience with normally. By pairing with a mentor from within that department officers are able to gain more of their own experiences with different situations and share in the knowledge of the experience of their mentors. They are invaluable in gaining experiential learning (Caverner et al 2020).

The Policing Education Qualifications Framework (PEQF) is about "creating a consistent high standard of training for all police officers whichever way they choose to join the force" (College of Policing 2020). The PEQF is a framework for training all police officers and staff. It provides a performance and knowledge base line for all officers throughout the UK. It is based on both a foundation of theoretical and legislative knowledge with a sound understanding through dynamic operational practice. The PEQF can be applied to all methods of entry and is used by all police forces and universities. The Association of Police and Crime Commissioners deemed the PEQF a necessity as it provides a consistent accreditation through all policing roles. The PEQF also recognises that specialist roles within policing will require different specialist knowledge and skills. These are able to be applied within the framework and officers can continue their professional development as they become more specialist within their role. In the past public image of the police was quite often uneducated, big men who enjoyed a scrap. Application of the PEQF and similar educational frameworks appear to be essential in demonstrating the professionalisation of the modern officer. Through accredited qualifications the police are able to demonstrate to the public that this is not the case. It provides evidence towards an educated police force that can all demonstrate certain capability wherever the officer is applied.

When evaluating the professional education of the police it is important to distinguish between mentoring, coaching and teaching. There is a fine line between the coach and the mentor. It often would appear that the difference depends on the outcome desired. In coaching it would focus more on skills development with the outcome of reaching organisation goals. Whereas, mentoring tends to lend its hands more towards longer term career development (Grant 2001). Individual coaching is often used if a person appears to not be developing up to the standard expected. Instead of shifting the blame on to the individual's performance, coaching aims to bring the person up to the standard with the help of a coach role. Coaching is a more formal, short term method of developing a person's skills. Mentoring aims to be a longer term way of guiding someone through their career. Where somebody may have many coaches throughout a short time, to improve specific skills, an individual would aim to have one mentor to receive continual development throughout this time. Within the

policing context a coach is more likely to be a fellow constable with more experience, the more likely person to be a mentor within the police context would be an officer sergeant.

The way the police can identify development opportunities and act upon them is through the implementation of 'action plans'. These are ways to mutually set specific 'SMART' goals in order to coach the officer. SMART goals are actionable goals that must meet a criteria. These goals must be; Specific, Measurable, Agreed Upon, Realistic and Time-based (Project SMART 2020). These goals fit excellently within the coach like role. They are mutually agreed upon with all those parties involved and can be improved upon.

Although the distinction between coach and mentor may appear clear on paper, it is different in practice. Passmore concluded that through the UK and USA the lines are more blurred than they appear. They state that a coachee values a coach with experience to draw upon. It was also said that the coach benefits from longer-term experience to draw upon, as much as it helps the mentor.

In conclusion, professionalisation of the police is a necessity within the modern police force. The public's perception of the police is more important now than ever. Racial related tensions continue to rise as British populations become more diverse and political change is more prevalent. Professionalisation of the police is not a novel idea. Commissioner of the Metropolitan Police, Robert Mark, has argued that the 1970's was a decade of change from 'artisanal to professional' police status (Holdaway, S. 2017). It would appear that there is no end to the professionalising of the police service. Although the Code of Ethics set by the College of Policing will stand the test of time and are ethics that will not require change, the way they are implemented will continuously need review. The British police will continue to work by consent and will have to change with society if they wish to. The role of the constable will always attract those that wish to learn by doing. However, a foundation of academic knowledge is being introduced to bolster this. Professional academic qualification, although more work to the officer, will only improve the public's perception and trust in police. The police will always strive to be an ethical organisation that show an example to the public, which not only uphold legislative law but also demonstrate an ethical and moral sample for all.

Word Count - 4695

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