

OPERATIONAL POLICING PRACTICE 3

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1000 words - Understanding the role of Constable/Maintaining Professional Standards

In this evaluation, I will be looking at how professional standards are maintained, the ethics and legitimacy of policing and how coaching and mentoring of new Constables plays a part. The University of Southampton defines the role of a Constable as:

“A Police Officer serves to maintain law and order in local areas by protecting members of the public and their property, preventing crime, reducing the fear of crime and improving the quality of life for all citizens.”
(University of Southampton, 2022)

The basic principles of a Constable, as highlighted above and the execution of them, is part of maintaining professional standards within the police. However, possessing these practical skills is no longer enough when it comes to professionalising the police. Higgs defines a professional role as “Professions are self-regulated, accountable and under continual scrutiny and development.” In this, they are guided by supervisors and a code of ethics when carrying out their duties, and now require a form of educational certificate to demonstrate their acquired skills in the profession (Higgs, et al., 2009). In Gilbert’s work, they categorise the police as the ‘working American middle class’, which corresponds with the UK (Gilbert, 2011). Many Constables come from a working/middle class community and bring with them practical skills. However, Green notes that there needs to be a balance with how a Constable’s role as a profession is perceived, given that professions are usually seen as an elite status, thus contradicting the community they aim to serve and protect (Green & Gates, 2014). Yesfu’s article written in 2013, demands a professionalisation of the police force after the damning reviews by the Tory coalition government, which was implemented and is used to this day. He argued that professionalisation would improve police force image within the communities (Yesufu, 2013). By professionalising, we create a higher standard of policing.

Therefore, while trying to professionalise the police by providing a professional qualification along with practical skills, it does improve our engagement with the community and provides a deeper understanding of how Constables must conduct themselves. However, they must be careful that the perception does not venture into the realm of elitism, with almost an exclusive membership to

join the police, and lose the support of the working/middle class community. A commitment to higher learning will continue the professionalism police need.

Maintaining professional standards within the police can be maintained and improved by including ethical studies. Dr Hayes argued previously that “a lack of a unified police college is a lack of scholarly interest in the ethical aspects of policing” and that “exacting standards of ethical behaviour” are being scrutinized by global media (Hayes, 2002). While this research is 20 years old, clearly there has been improvement and a need for ethical studies within police forces. The College of Policing has provided UK Constables with the Code of Ethics, which is central to the National Decision Model:



Figure 1: National Decision Model, College of Policing 2014

This model is one of the key tools Constables use to carry out their duty professionally. By using it, Constables are able to portray a professional image when viewed by the public, as it demonstrates a thorough analyses of a situation.

The Code of Ethics has improved Constables way of working and how to conduct their duty. A topic that has resurfaced in the news is the case of Dai Morris and the Clydach Murders (Morris, 2021). The questionable actions of

the investigation and the legitimacy of Morris' sentence has been constantly questioned and argued, partly due to suspicion of officers involved in the murder. Here is an example of questionable ethics and legitimacy when investigating and the public perception of South Wales Police once this was published in the media. The public confidence in the force at the time had plummeted, with outrage that the force was corrupt.

Carrying out a Constables role in an ethical manner also comes down to how they are mentored. Dr Hayes notes that student officers were encouraged to forget what they had been taught in a police educational setting and to focus on policing in the field when they were out with their mentors. He also notes that students were faced with situations where they had to make ethical decisions when it came to charging decisions and use of force when arresting. The students felt ill-prepared by their policing college when it came to dealing with the practical situations (Hayes, 2002). While written in 2002, Dr Hayes observation is still relevant today, as Constables still feel ill-prepared when leaving the training environment. It is police mentors that truly help new Constables in finding their footing and who set a positive influence with how Constables ethically analyse incidents.

Mentoring and coaching also provide a visual guide on how Constables are meant to conduct themselves in a professional manner, not just academically. An example of this can be with Stop Searches. Coaching the GOWISLEY method when conducting a Stop Search will increase the perception of a professional Constable as it demonstrates the justification of the Stop Search and knowledge of the law (College of Policing, 2022). Secondments for Constables in different departments also offer the opportunity to view different mentoring techniques. A secondment to the Neighbourhood Policing Team can train a Constable in how to effectively communicate and build relationships with the closer community and tackle crimes such Anti-Social Behaviour. Dallos notes that the longer a mentoring relationship lasts, the more benefit that is derived for the mentee (Dallos, 2005).

The ethical and legitimate character in which Constables maintain in an on-going battle against crime is crucial to how the role of a professional Constable is viewed. The study of ethics along with positive mentoring is crucial to how they maintain their professionalism, and it builds mental strength and resilience for the role.

WORD COUNT: 968

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1000 words - Community Policing - Strategies and incentives

In this evaluation, I will be looking at Community Policing at the neighbourhood level which focuses on local community problems, such as Anti-Social Behaviour (ASB) and drug and alcohol crime. This will focus on Hawkhill in Scotland. I will also look at the Problem Analysis Triangle, OSARA and ways to communicate police strategies for Neighbourhood patrols, i.e. social media.

Neighbourhood Community Policing is all about police presence in the targeted area and the role of these officers is to offer re-assurance and offer the community a way to be involved in policing decisions for the area. The College of Policing states that engaging with the community, having targeted foot patrols and cooperative problem solving can increase the targeted areas confidence in the police (College of Policing, 2013). Foot patrols help officers to build relationships with the local community, gather intelligence and place a working strategy in the community.

By using the Problem Analysis Triangle and the OSARA model, officers can implement strategies quickly.

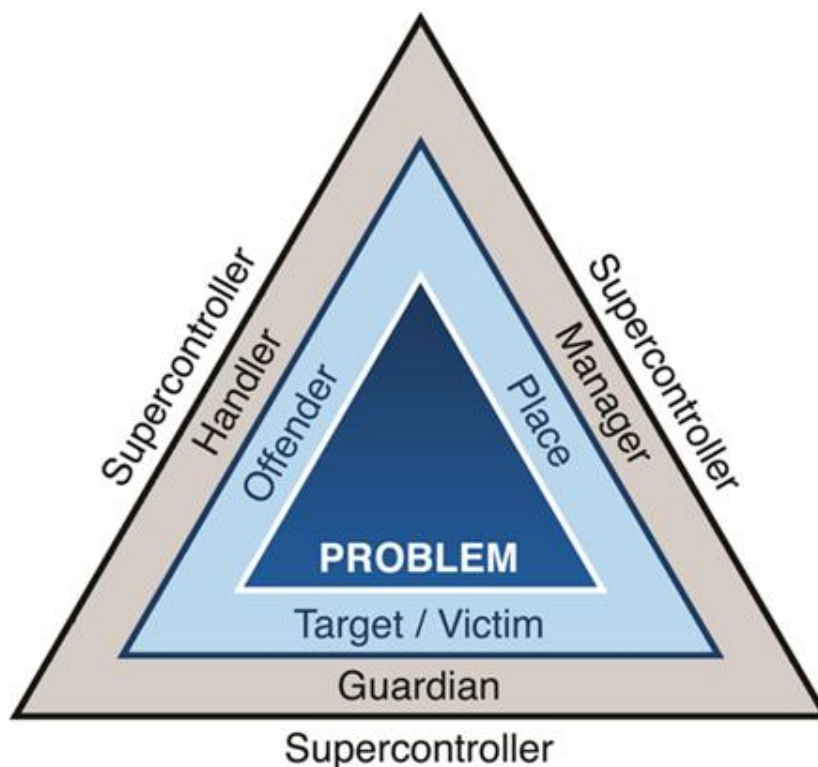


Figure 2: Problem Analysis Triangle, South Cambridgeshire District Council, 2022

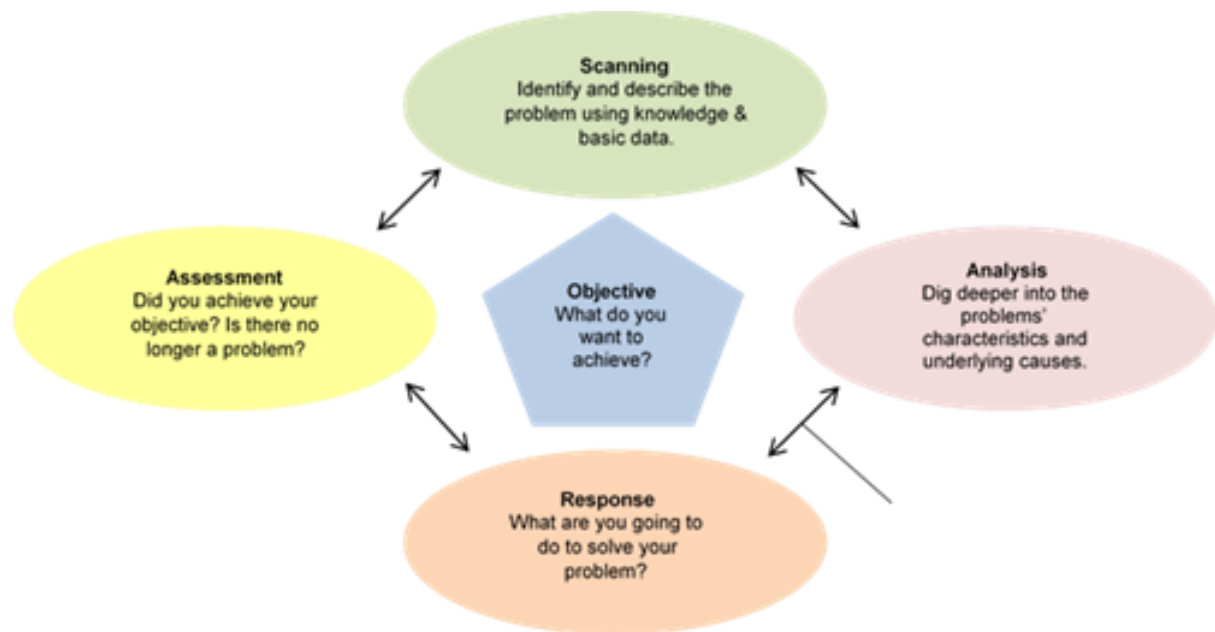


Figure 3: OSARA Model, South Cambridgeshire District Council, 2022
<https://www.scambs.gov.uk/community-safety-and-health/community-action/community-safety-toolkit/crime-prevention-in-your-community/problem-solving/>

The above models are essential when it comes to Neighbourhood Policing. With the triangle, how officers would solve a problem in the community is by eliminating one side of the triangle and thus solving the problem.

In Hawkhill, Scotland, the police force implemented these tools when dealing with the ASB, drug and alcohol related problems. Hawkhill was a deprived area due to the low economic background as a decline from a former productive industrial town. ASB, drug and alcohol related crime had significantly increased and the community was suffering. The Neighbourhood Police and Inspector decided to tackle this by having an open approach of policing (Jack, et al., 2021).

They used a “‘hands-off-approach’ by channelling all communications through the Inspector so that the Hawkhill Community have a single point of contact.” The Inspector allows the Neighbourhood Policing teams to handle their own work and makes himself available in the towns community centre for the public to voice their concerns and opinions about the on-going ASB and crime. This allows the community to be involved in the decisions that affect them and made aware of the outcome/consequences that would follow (Jack, et al., 2021). They also involved outreach activities and local business to actively take

part in the community policing initiative, which garnered a positive result.

By using the Problem Analysis Triangle and OSARA model, the Neighbourhood Police and Inspector were able to place the engaging community as Manager/Handler/Guardian, with the police as the overarching Supercontroller. The strategy also allows the community to effect change themselves and thus lessen the demand on Neighbourhood Policing teams. Bullock notes in her paper it is also important to give feedback on how the community wanted officers to police the neighbourhood and updating them ensures better cohesion and partnership between the police and the community (Bullock, 2010).

Another way that Neighbourhood Policing can engage with the community, especially in today's technological times is through social media. Mawby highlights the concept of police image work through social media, defining it as "all the activities in which police forces engage and which construct and project images and meanings of policing" (Mawby, 2002). This is an exceptional way for police to communicate their objectives to the community as more people now have social media accounts and want police forces to be more open with the work they do. It is also a way of reaching a wider and diverse audience. O'Connor and Zaidi state this much in their research and that there are '2 main drivers' for the use of social media, that being to "enhance the connection with the community and to (re)educate the public on policing" (O'Connor & Zaidi, 2020).

Using social media as an education tool about the police is strategic in combating incidents the media tend to exaggerate. In this way, they act as a news organisation themselves, by providing direct and current information on a situation. O'Connor and Zaidi also note that by using social media for online community, police forces can justify the money funded to the police and can link with partner agencies/communities to demonstrate what communities can do to protect themselves (O'Connor & Zaidi, 2020). For example, South Wales Police have a main social media page but then have sector pages for the community policing aspect, which helps to localise information and highlight the neighbourhood policing of an area.

Also, it is worth noting Merrington's research on intensive community supervision and how it reduces the re-offending rate, especially in young offenders (Merrington, 2006). While written in 2006 and calls for the presence of more Neighbourhood Policing, this has not been the case since the Tory coalition and cutbacks in the number of police officers since 2010/11. Therefore, an effective way to act on community supervision has been through

the use social media. It also appeals to the younger members of the community as they engage with social media outlets.

While Neighbourhood Policing is effective for developing, and implementing strategies towards preventing crime, the issue this section of policing faces is resource levels. If Neighbourhood Policing lack resources then that will affect the effectiveness of tackling the specific and niche crime to that area, which tends to be ASB, drug and alcohol related. However, by using the Hawkhill method, it is possible to lower the demand of Neighbourhood Policing by allowing the community to cause and effect positive change themselves. The use of social media to closely monitor and engage with the community will also help to relive the demand on Neighbourhood Policing, utilising social media and community action as a strategy to enforce positive change.

WORD COUNT: 949

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1000 words - Information and Intelligence/Communication Skills

In this essay, I will evaluate the methods used by police to gather information and intelligence, how it is communicated between associated parties and how it is tasked for further use. I will also look at the National Intelligence Model (NIM) and how that is used for a policing purpose, along with Intelligence Reports, young offenders and Stop Search reviews.

Intelligence originally meant information from criminals about criminal activity by an undercover source. However, police now use information to create systematic intelligence to improve crime management and enforcing the law (Brown, et al., 2004). Gottshalk also notes "The raw information that is gathered through the investigative process is often required to be transformed into usable knowledge before its value as potential evidence can be realised" (Gottschalk, 2009), highlighting that officers need to do more investigation work on the information before converting into useful intelligence.

A way in which Police officers gather information and intelligence is from the community that they interact with and communication skills are key here. In a report from CREW, they highlight that when the community is communicated with effectively and are involved in policy, they themselves can become "agents of change" (CREW: Regeneration Wales, 2020). Officers can gather information and intelligence through the relationships they foster with the community. In this way, they have volunteered information, rather than routine collection and tasked information gathering.

Bullock notes that that officers must also "consider the nature of the information generated from local consultation exercises" and that officers should contemplate who is and who is not represented in these consultations (Bullock, 2012). An example of this is would be through ethnicity and Stop Searches, which fall under routine collection of information and intelligence. The Home Office published that between April 2019 and May 2020, there were 563,837 stop and searches in England and Wales, excluding vehicle searches as these searches do not document ethnicity. It documents that for every 6 Stop Searches for every 1,000 White people, there was 54 for every 1,000 Black people (The Home Office, 2021). This was a significant drop from the previous year, down 25%, there is a disproportionate number of black people being searched, compared to white people. While Stop Searches are necessary in the prevention of crime and gathering intelligence, it is also necessary to questions

the grounds on Stop Searching the individual in regards to what information and intelligence officers are trying to gather, and not working on an ingrained bias.

Reid notes that Sir Ronnie Flanagan and Sir Williams McPherson report and implementation of digitally documenting Stop Searches has greatly improved the use of gathering information and intelligence, how the intelligence is shared and holding officers accountable for their rationale with searches. He also noted how communicating the reasoning behind the Stop Search was essential for a more compliant search (Reid, 2009). By using an IT system to document who was searched, the reasoning behind the search and what was found, officers can collate intelligence in an efficient way which can help from small ASB community problems to Organised Crime Group activity in wider Metropolitan areas.

This is where NIM Levels of Crime comes into play, with the below diagram:

Level	Area of Crime
Level 1	Local Crime and Disorder which can be managed by local resources (Local BCU Level).
Level 2	Cross Border Crime, affecting more than one sector or police force and requires additional resources (Force and Regional).
Level 3	Serious and Organised Crime which operate on a national or international level, requiring targeted operations (National and International).

Table 1: National Intelligence Model Level of Crime, Blackstone's Handbook for Policing Students, 2020

Again, Bullock states that “NIM stresses the need to move from reactive to proactive policing and the use of wide-ranging data sources to shape decision making” (Bullock, 2012). This is clearly shown by the table above and the 3 different levels requiring partnership with local and cross border forces. In Darroch and Mazerolle’s report of intelligence led policing in New Zealand, which follows the Peelian Principles of Policing like the UK, says that decision makers also need to be involved when it comes to information and intelligence led policing, which require weekly meetings on intelligence reports. They note that leadership is key when it comes down to how officers gather information lawfully and how it is then utilised in targeted patrols of the area. They noted that in New Zealand, when supervisors directed “patrols at hot spots and bail

checks of active offenders, targeting of the routine activities of prolific offenders, and contributing to the intelligence process with their own knowledge and insights”, it also led to transformational leadership (Darroch & Mazerolle, 2012). Therefore, there is not only a requirement for officers at a Constable level to have an active part in gathering information and intelligence, but there is a responsibility for supervisors as well, as it leads to an uptake of intel and how it is acted on. Supervisors will see better results with crime prevention when they focus on intelligence led policing.

Another aspect of Intelligence led policing is when officers deal with young offenders. In Walters research, he notes that young offenders who are electronically monitored through tagging by companies such as Premiere and Securicor, led to an increase surveillance of young offenders and monitoring their movements when it came to criminal activity (Walters, 2007). The tagging system provided details of when the offenders failed to follow curfew and generated information which could be used in court if the young offender was to appear before them for further offences, leading to a stronger court sentence. This demonstrates that sharing information and communicating with other agencies regarding the intelligence greatly helps with the next stages of court and convictions.

From this, we see that information and intelligence led policing is crucial in the active and effective management of preventing crime and how communicating with the public helps to gather more information for policing purposes. Good leadership and active participation by supervisors also demonstrates a greater intake of information for intelligence purposes.

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1000 words - Public Protection

In this essay, I will evaluate the strategies for dealing with victims of crime and how protection measures are used e.g. in Domestic Violence (DV). I will also look at the effect of Organised Crime Groups (OCG) and how that impacts Public Protection.

To begin, the College of Policing defines a victim as:

“A person who has suffered harm, including physical, mental or emotional harm or economic loss which was directly caused by a criminal offence;”

And/or

“A close relative (or a nominated family spokesperson) of a person whose death was directly caused by a criminal offence.”

(College of Policing , 2021)

A victim of a crime is also someone who is being repeatedly targeted, 3 or more times within the last 12 months. One group of victims is women of domestic violence. The Home Office provided the following statistic for DV cases in England and Wales:

“In the year ending March 2020, 5.5% of people aged 16 to 74 in England and Wales experienced domestic abuse in the 12 months before being surveyed. White women (7.7%) were more likely than White men (3.6%) to have experienced domestic abuse.”

(The Home Office, 2021)

The above figures are only reported incidents to police and officer's observations. The potential that these figures are low in regards to crime is that in these instances, DV victims may not realise that they are victims of the abuser as they have also endured psychological manipulation and now have a trauma bond with the abuser. This results in a lack of reporting to police or other agencies, such as MARAC for DV incidents. The victim associates the bond as a positive one, however the reality is that it is a negative bond to a damaging setting, in which the abuser uses a cycle of abuse and small rewards to keep the victim with them (Jacobson, 2018). However, a trauma

bond also extends to the parent child relationship, with victims abused being either party.

The College of Policing has set put a guide for how the police should identify and manage potentially serious domestic abuse perpetrators and stalkers. It outlines 8 principles for officers to follow, with the overarching principle to safeguard and support of victims (College of Policing , 2020). It refers to the multi-agencies available such as MARAC, IDVA and MAPPA's, and how they should be utilised for the different levels of DV victim.

In Kothari's paper, discussing women of DV in the USA, they state that over a 4-year period, only 15.7% of police identified DV victims petitioning the court for a Protection Order (PO) against the defendant, originally named in the first police incident. The following week, 49.7% of PO submitted to the courts was a result of police involvement in a DV incident. Kothari notes that at the end of the 4-year period, victims who had obtained a PO had dropped in the number of police incidents and help seeking from police officers. However, they also say that the PO's were only sought after a DV victim's other coping strategies had failed (Kothari, et al., 2012). This clearly demonstrates how Public Protection measures not only safeguard the victim, but also lessen the demand on police. Kothari also notes that DV victims "crossed some threshold of emotional disengagement and resolve" from their abusers (Kothari, et al., 2012). This links back to the trauma bond previously discussed and that through seeking and obtaining PO, DV victims can break the trauma bond and lead safer lives away from their abusers due to the safeguarding measures.

Kemshall and Wood highlight in their paper on public protection and the communities' active engagement to protect themselves through using MAPPA services. The MAPPA system is rooted in the criminal justice system and "by restriction, surveillance, monitoring and control, compulsory treatment and the prioritization of victim/community rights over those of offenders (Kemshall & Wood, 2007). This way the community are actively engaging as agents of change and can help prevent crime themselves at their level. This system can also assist with helping officers develop intelligence in regards to OCGs, which officers are now seeing infiltrating smaller communities through gang related violence and county lines.

Below is a diagram created by The Home Office in their Serious and Organised Crime (SOC) Strategy report, creating a visual how SOC creates vulnerabilities, prosperity and commodities for their use:

SOC affects more UK citizens, more often, than any other national security threat; it is increasing in volume & complexity

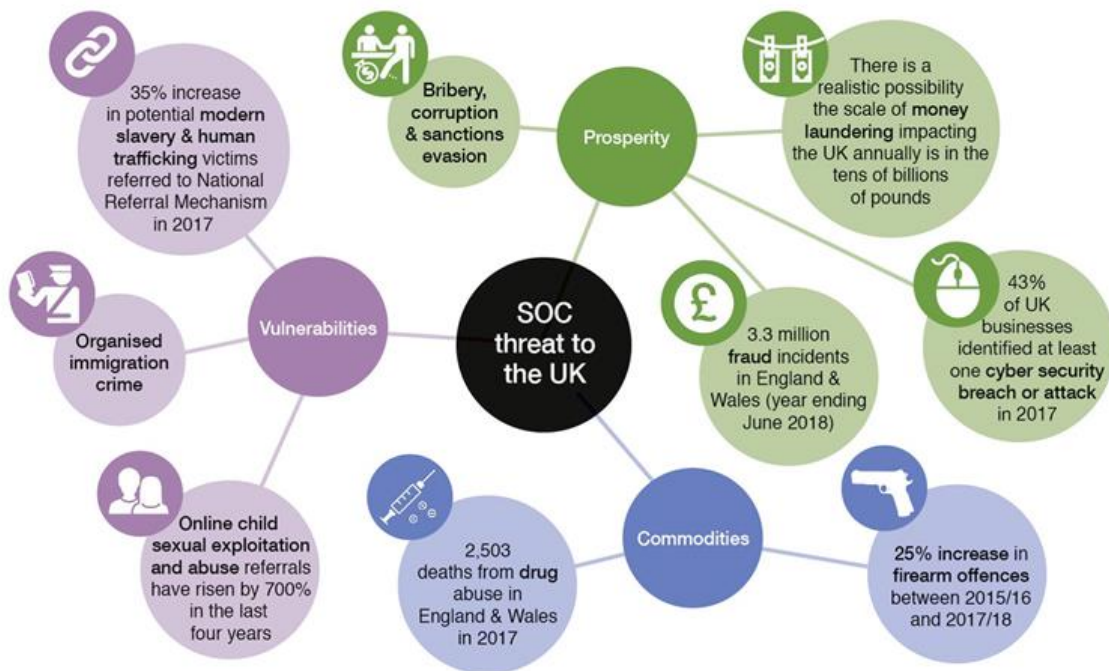


Figure 4: Serious and Organised Crime diagram, Serious and Organised Crime Strategy, The Home Office, 2018
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752850/SOC-2018-web.pdf

In the report, it states the impact SOC has on communities. The rise in supply and use of crack cocaine has a correlation with an increase of violent crime in the area, such as homicide, knife and gun crime, with research suggesting that 45% of all theft in England and Wales is committed by crack cocaine users (The Home Office, 2018). It was also noted how county lines exploit vulnerable young people to supply drugs. In Thompsons paper on young people being exploited with SOC groups, she notes that while the crime policy does not show active recruitment of youths, there is numerous documentation of youth knife crime and gang involvement (Thompson, 2019).

Thompson also notes that the research conducting by the Home Office and policymakers does not engage fully with the reasoning behind young offenders' choices in joining gangs and committing violent crimes. She criticises the notion that simply monitoring youths "persistent absence" from schools and placing "gang injunctions" on young offenders is a punitive measure that will only lead to re-offending. Thompson states that "policymakers need to engage with the complexities that underpin involvement in such crime and

take a critical approach to the notion of 'choice' in the context of structural disadvantage and individual vulnerability" (Thompson, 2019). Thompson's point is that there needs to be more engagement into "why" young offenders join gangs and what vulnerabilities are there prior to these youths being involved with SOC. By identifying these vulnerabilities and engaging with them and communities, officers and the judicial system will be able to prevent the rise in SOC and the recruitment of young people.

The issue's here with Public Protection is that largely there are a lot of issues that SOC can exploit and there is only so much the police and partner agencies can tackle. Ultimately, they can offer as much help and support as possible but it is up to the individual if they accept the support to come away from the SOC lifestyle. For Public Protection, policymakers must review and renew legislation which provides police the legal rights to implement the necessary change to tackle SOC and safeguard vulnerable people.

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1000 words - Evidence based Policing/Criminology and Crime Prevention/Criminal Justice

In this essay, I will analyse the concept of Evidence-Based Policing (EBP) and what works for police. I will also be evaluating crime prevention theories and strategies and what options there are for officers to help reduce re-offending, such the Restorative Justice process.

To begin, the College of Policing defines Evidence Based Policing as “In an evidence-based policing approach, police officers, staff and volunteers create, review and use the best available evidence to inform and challenge policies, practices and decisions” (College of Policing, 2021). However, there is argument over the 2 main components that make up EBP; the experimental criminology and crime science. Brown et. al argues that EBP “offer limited scope for the development of a comprehensive knowledge base for policing” (Brown, et al., 2018). They state that for EBP to improve it needs to “improve its theoretical basis, extend its content boundaries, broaden its methodologies, redouble effort to embed within policing and promote further collaborative coproduction of research” (Brown, et al., 2018). What is discussed here then is an approach to a more research based side of EBP, by including methodologies. Officers should not be guided by “gut-instinct” alone and should endeavour to make academic research, through the College of Policing, to improve upon the EBP and criminal justice procedure. EBP needs to include research, academic/scientific reports and opinions from those in the field of study. By studying EBP, officers are able to see what works when it comes to leading investigations and following evidence. It also allows officers to explore crime prevention theories and assess the best means to reduce re-offending.

Looking at the psychology of why people offend and the best ways to prevent offending, Nikolic-Ristanovic in their research suggests the reason why people commit crime is because they are unhappy. They state that “Interestingly, some research that explored the impact of social inequality on happiness suggests that social inequality has a large and significant negative impact for Europeans” (Nikolic-Ristanovic, 2014). It is no surprise that those who come from a lower social inequality and low economy background are unhappy and are at risk of either being victims of crime or commit crimes themselves as a way of earning income. Nikolic-Ristanovic states towards the end that the best crime prevention is simply to “make people happy”. However, the trouble here is that you cannot always make everyone happy and if someone is unhappy with their life, social standing or income, that does not provide them with the

excuse to commit an offence. Moreover, the best crime prevention and to minimise re-offending is to educate the offender, either through academic means, therapy sessions or sitting down and discussing their criminal actions with the victims of their crime. One way of doing this is the Restorative Justice process.

The RJ is a process whereby parties involved in a specific offence collectively resolve how to deal with the aftermath of the offence and its implications for the future (Ministry of Justice, 2013). This process gives the opportunity for the victim of the offence to express how the situation made them feel e.g. vulnerable/intimidated and what the repercussions of the offence has caused them. It gives the offender the opportunity to listen and possibly sympathise with the victim and make the offender realise what their actions have done. With the offender, it also provides them the chance to explain why they committed the offence against the victim; if the victim was specifically targeted, was it a genuine accident, or was it an opportunity for a desperate person seeking a pay-off for a bigger debt? The RJ process is best suited when both parties are face-to-face with a mediator to allow both to speak their opinions equally. The rate at which re-offending occurred with the RJ process was a reduction of 14%, compared with offenders of the same crime who were not given the RJ option (Ministry of Justice, 2013). However, the RJ process can only be used with certain low level offences such as minor theft or damage, and while the reduction percentage is promising, the RJ process can only be used once with the offender and that option is no longer available to them if they were to commit another low-level offence. The suitability for the RJ process is more suitable for young ASB first time offenders or minor reckless and unintentional behaviour.

A strategy to reduce re-offending for drug related offences is through “prison-based interventions such as therapeutic communities, psycho-social approaches (for example, cognitive behavioural therapy) and abstinence based approaches” (Ministry of Justice, 2013). The Ministry of Justice has seen that there is good evidence to support that this method and further support in community intervention for offenders once released from prison, results in a reduction of re-offending. The study found that “high-intensity” drug intervention while in custody/prison was the most effective for rehabilitating a drug addict and “low-intensity” was the least. While this result is promising, the “high-intensity” was for Class A drug addicts and makes no mention of other types of drug user. Also, the drug addicts/offenders are under constant supervision while in custody/prison and therefore required to go to drug rehabilitation. It can be difficult for the offender to manage this without the

constant support, once released from custody. While this does not necessarily mean a lack of constant support will lead to re-offending, there is a higher chance for offenders to commit crimes again if they become vulnerable to their addiction.

Another strategy that is used to help offenders whilst in prison is the “Resettlement Pathfinder”. Maguire and Raynor talk of this pathfinder to stop re-offending by educating offenders whilst in prison. and “intended to improve the availability and take-up of appropriate post-release services for short-term prisoners, and to help them to make a better transition back into the community, with eventual reductions in offending” (Maguire & Raynor, 2006). Whilst this has proven to be effective in reducing re-offending, it requires a lot of support for the offender and consistency with the pathfinder programme. If one side lapses, then the chances of re-offending increase. This then has a negative impact on the new community in which the offender has been relocated too.

From this, we can have seen the context of EBP and the use prevention strategies to manage re-offending, and while they are not completely 100% at preventing re-offending, it provides the opportunity for offenders to be educated and the chance for a new start once released from custody/prison.

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