

,DHEP Assignment One

Q1. 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)

This essay aims to analyse the concept of 'the professionalisation of the police service' and outline how 'maintaining professional standards', 'ethical and inclusive' and 'coaching and mentoring' approaches contribute towards it. The term 'professional' refers to a person who has a job that requires skill, education, or training (Cambridge University Press, 2022). A standard of competency usually needs to be demonstrated as well as adhering to codes of conduct and ethical standards.

The concept of professional policing was initially introduced by Sir Robert Peel in 1829. He established the first full time and professional police force in England and Wales known as the Metropolitan police. With this development he proposed nine policing principles which officers must obey; this was to define an ethical police force. The approach expressed in these principles is commonly known as 'policing by consent' and this is still upheld by police officers to this day. 'Policing by consent' indicates that the legitimacy of policing is having the confidence and support of the public which arises from officers being transparent about their legal powers, having integrity when exercising those powers and being held accountable for doing so.

In 2010, Peter Neyroud was commissioned by the Home Secretary to undertake a review of police leadership and training. His report highlighted his concerns that the police and government would face due to ambiguity about the body responsible and accountable for setting police standards (Neyroud, 2011). The College of Policing was later established in 2012 and was to be the body that "defined and disseminated core knowledge about 'what works in policing', national standards, professional practice and local best practice" (Neyroud, 2011). One of the first pieces of work carried out by the College of Policing was the development and publication of the Code of Ethics for policing. The Code defines the exemplary standards of behaviour and principles that are expected of every police professional and highlights their responsibility to conduct themselves in a manner which will gain the trust and support of the public. Ethical behaviour comes from values, beliefs, attitudes, and knowledge that guide the judgement of each individual, so the Code of Ethics is constantly reinforced to officers. The initial introduction of the Code of Ethics was used as a foundation of the professionalisation of the police service however it has still not eradicated the unprofessional behaviour of some police officers. An example of this is in 2021 when two Metropolitan police officers shared photographs of two dead sisters who were brutally murdered in London, they failed to uphold the standards of professional behaviour expected of them.

In 2016, the National Police Chiefs' Council, Association of Police and Crime Commissioners and National Crime Agency developed the Policing Vision 2025. This statement set out the long-term professional development strategies for policing up until 2025 (NPCC, 2016). It was identified that there needed to be a change in the current way officers policed communities, that a professional workforce was required to serve the public who are equipped with the skills and capabilities necessary for policing the twenty first century. It was also realised that policing had to be altered to accommodate the continual growth of diverse and complex communities and that the workforce should be representative of the community that they serve. To facilitate obtaining the desired professional workforce, it was made a requirement that new recruits had to be educated to at least a degree level so the Policing Education Qualifications Framework (PEQF) was introduced. Norman

and Williams (2016) argued that for individual officers the professional policing degree gave them a sense of personal achievement but found that they felt they were unable to put this knowledge into practice. The PEQF has only been introduced very recently so whether it has the potential to lead to substantial change is unknown. However, new ways of advancing police professionalism through the PEQF only targets new recruits who join the police service. As Nutley *et al* (2007) explained, the professional development of officers needs to be incorporated across all tiers of the organisation.

The goal of the professionalisation of the police service is to have a police service consisting of officers who are well educated, skilful and knowledgeable. Who possess the skills required to adapt to their surroundings and the nature of developing and evolving crimes. Blackemore and Simpson (2010), argue that academic education and continuous learning are critical to ensure the police are equipped to deal with the changing dynamics of complex societies.

For the highest standard of professional behaviour to be maintained, coaching and mentoring is imperative for officers own and their mentee's self-development. Mentoring and coaching is an essential part of policing as more experienced and knowledgeable officers provide support, advice, and guidance to less experienced officers. To maintain professional standards, the College of Policing developed a new professional model of policing, the Competency and Values Framework. This framework sets out the nationally recognised behaviours and values to support all policing professionals. This model is now used as the basis of continual professional development (College of Policing, 2022a).

The professionalisation of the police force seeks officers to adhere to a national code of professional policing practise and receive professional development throughout their careers. At the 2015 College of Policing's annual conference, the chief executive stated that the work done to establish a body of knowledge about 'what works' in policing, the publication of the Code of Ethics, a new programme for the continuous development and accreditation of officers has resulted in the police being a classic profession (Holdaway, 2017).

In conclusion, the professionalisation of the police service has been significantly enhanced by the development of the College of Policing and the publication of the Code of Ethics. The Code of Ethics provides the overarching standards of professional behaviour required and expected of all serving police officers. These standards of behaviour are reinforced by the continual professional development officers undergo and by being coached and mentored by senior officers.

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Q2. Critically evaluate the role of the Police in one of the following areas: Response Policing (public perception & critical and major incidents).

This essay will aim to analyse the role of a response police officer when dealing with critical and major incidents and the public's perception. The police service has a duty to respond to every incident in the appropriate way first time, every time and at every level.

All incidents have the capability of becoming a critical incident which is why it is essential that officers provide a proactive response to prevent losing public confidence in the service. The way critical incidents are managed is so that the police response "satisfies the needs of the victim, their family and the community but also provides an effective and proportionate outcome to the incident" (College of Policing, 2013a). The management of critical incidents should start with early identification and notification. It is important for response officers to be able to recognise and identify if an incident is or has the likelihood of becoming a critical incident so that the response to it can be escalated. It is paramount that officers respond in a professional, objective, and compassionate manner. In order to avoid situations developing into critical incidents officers should treat everyone professionally and with respect in accordance with their diverse needs. It is important that they maintain the confidence and the trust of the community and understand the significant impact that some incidents may have on people. It is important that small scale incidents are identified early and taken seriously as even these can have a long-term impact on community confidence. The public's confidence in police rests on their response to such incidents.

Some major incidents will require all the emergency services to assist. A major incident is "any emergency that requires more than one emergency service and will usually involve large numbers of people directly or indirectly" (College of Policing, 2013b). To coordinate multi agency responses to major incidents, the Joint Emergency Services Interoperability Programme (JESIP) was set up. It is typical that a response police officer will usually be the first responder on scene at an incident. JESIP established a standard procedure for dealing with multi agency incidents which can be remembered by the mnemonic 'METHANE'. It is essential that major incidents are identified and declared by the first responding officer as soon as possible so that the appropriate response can be implemented quickly. This represents the 'M' - major incident declared. The officer will then have to give the following information over the air to the control room, it being vitally important that all the information is accurate. 'E' - exact location of the incident, 'T' - type of incident, 'H' - hazards present or suspected, 'A' - access routes that are safe to use, 'N' - number, type, and severity of casualties and lastly 'E' - emergency services already present and those required (JESIP, 2017). This is one of the most vital parts of a response officer's role during a major incident as this coordinates the whole emergency response.

When dealing with critical and major incidents, officers are required to follow the proper procedures and to act in a calm and rational manner to assess the situation and prioritise actions. They need to be alert to the possibility that a crime could have been committed and that the area where the incident has occurred could be a crime scene. The primary responsibility of each of the emergency services dealing with a major incident is to preserve life of all persons involved. The other responsibilities of police response officers at the scene include conducting the 'golden hour' principles by protecting and preserving the scene and cordoning off the area, securing evidence and identifying victims, suspects, and witnesses. This is another important role of a response officer when a crime is suspected of being committed as key evidence could be lost if the officers do not act quickly enough. Depending on the nature of the incident, officer's roles may also include starting a crime scene logbook, identifying a common approach path, and contacting family or friends of those involved.

Building public confidence and perception relies greatly on officers' ability to respond to emergencies effectively and efficiently and prevent, detect, and put a stop to crime and anti-social behaviour. It is vital for police forces to have the confidence of the public as they will support officers in their efforts of keeping them safe. It also builds trust, legitimacy and consent between the police and the communities that they serve. Police officers face a lot of scrutiny from the public and are held to a higher moral standard than your average person so one bad decision or a bad response from an officer can instantly undo all the progress made of the public's perception of police.

The public hold onto old perceptions of how police should deal with crime and disorder whereas policing nowadays is very much intelligence led as it is deemed as a better use of finances and manpower. Due to this however the public do not see many officers walking the streets in their community and no longer have immediate access to officers. This has a negative effect on public perception. To combat this response officers should dedicate the time to understand the issues their communities face and tackle these issues accordingly and treating all individuals within the diverse communities fairly, respectfully, and accordingly to the Code of Ethics and values they uphold.

In conclusion how the police respond to a critical or major incident has a significant impact upon the public's perception of police. It is imperative that officers act professionally and realise the significant impact that these incidents can have on the victim, their families, and the wider community. Response officers need to be able to identify these incidents at the earliest opportunity so that an effective and appropriate response can be coordinated to maintain public confidence in the police service.

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Q3. 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)

This essay will outline the methods used by police forces to gather information and intelligence and will outline how this information contributes to tasking and coordination processes and how information is communicated. The police receive and obtain information and intelligence in a variety of different ways. They collect information required for policing purposes for several reasons such as, protecting life and property or to prevent offences being committed. Information is collected, recorded, evaluated, shared, and retained and it is only once it has been analysed to assess its relevance and reliability does it form intelligence (Gonzales *et al*, 2005).

Information is collected by one of three ways in the police force, either by routine collection, tasked information, or volunteered information (College of Policing, 2022b). Routine collection of information is when information is obtained as part of daily operational policing. Whether this be responding to incidents, on arrest enquiries, stop searches or patrols of sector areas. Information collected in this way is generally only relevant for the specific policing purpose for which it was collected however this information is reliable and trusted as it is witnessed first-hand by officers.

Tasked information however focuses and prioritises the collection of information where it has been identified that there is a gap in knowledge. There are many available sources where tasked information can be acquired for example, CCTV cameras, automatic number plate recognition (ANPR) systems and covert human intelligence sources (CHIS). The benefit of CCTV cameras is that they can provide a 24-hour coverage of locations and premises' however their downfall is that they are fixed at the location. Also, most CCTV cameras are easily identifiable, so offenders know where to avoid them or will disguise themselves when passing them. ANPR cameras are very useful to police as it records the registration of vehicles that pass the cameras along with the date, time and location and collates this data. Police officers can then use it to help identify and locate vehicles that are stolen, unregistered, unlicensed, uninsured, or suspected to be involved in crime. A CHIS is someone who establishes and maintains a relationship with another person for the covert purpose of obtaining information from them (Nunan *et al*, 2020). They are crucial in preventing and safeguarding victims from many serious crimes such as terrorism for example. Acquiring information and intelligence through a CHIS is extremely risky and dangerous as they are infiltrating serious organised crime groups and there can be severe consequences if they are found to be leaking information to the police. The risk is always weighted against the outcome as there is no other investigative measure that would be able to produce the same quality of information gained from a CHIS.

Lastly information and intelligence is also gathered by the general public, community intelligence and partner agencies. This is volunteered information and refers to the information received when it has not been obtained through routine or tasked collection. Open sources of information are readily available but can be unreliable, inaccurate, and invalid. The internet is increasingly becoming a valuable source of open intelligence but has its own set of difficulties. Due to the sheer magnitude of the World Wide Web and the lack of monitoring of what is posted on there, information accessed from there is not reliable and may even be false. The authors of the posts or websites are not always traceable so the information will never be able to be used as evidence in court. Information that has been obtained through open sources always needs to be corroborated by supporting information.

Closed sources of information are those with restricted access whether this may be other police forces, prison intelligence, action fraud, financial intelligence, or partner agencies such as the

National Crime Agency and UK Border Force. Information received from police closed sources are usually assessed to be reliable and do not undergo the same evaluation process as information received from open sources. Information and intelligence cannot solely be gathered by any one way. The successful collection and implementation of information relies on its availability from different sources.

The National Intelligence Model (NIM), launched in 2000 is a model that uses intelligence to determine operational priorities for policing (Innes and Sheptycki, 2004). The key feature of the NIM model is the Tasking and Coordination Process. Information is processed through the decision-making cycle, generating intelligence which influences operational policing decisions made on strategic and tactical levels. The NIM was developed by police forces in England and Wales as a gold model national standard thereby improving its effectiveness and creating a cooperative working environment. Gill and Phythian (2012) however argue that one of the limitations of the NIM is that different police forces are at varying stages of its development which mean that interpretations will vary in different places so there is not cohesion across England and Wales forces.

Information and intelligence may sometimes need to be shared and communicated between different police forces or partner agencies. The dissemination of police information must be linked to a policing purpose and will often be sanitised to protect the sources. Police forces often enter into information sharing agreements with these partner agencies to ensure a professional and efficient response to situations. In certain circumstances information could also be shared under statute or common law. Whenever information is due to be shared by officers, consideration should always be given to issues surrounding proportionality, the risk, data protection as well as the human rights of those affected by any sharing of information by (Prof. Bryant & Bryant, 2020a). Keningale (2020), found that there were issues within police forces of the sharing of information.

In conclusion, the police's biggest source of information and intelligence comes from open sources as they are readily available however these sources are often untested and unreliable. Regardless of source, the intelligence submitted and collected by the police determines the strategic and tactical planning for its force. Information is also sometimes required to be shared between partner agencies or other police forces in order to protect victims or effectively respond to incidents, however care should always be taken when doing so.

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Q4. Critically evaluate police strategies for dealing with public protection incidents considering the impact of abuse on victims, the impact of 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 have a statutory duty to safeguard and to protect the vulnerable people in our society. This report aims to identify the policing strategies for dealing with public protection incidents whilst focusing on the impact these might have on abuse victims and the impact personal attitudes and values has on the investigative process. This report also aims to outline the public protection issues surrounding the association with Serious and Organised Crime (SOC) groups.

The term 'public protection' has a broad meaning within the police force. It is often associated with the management of violent and sexual offenders through multi agency public protection arrangements (MAPPA). However, the term is also applied to protecting victims through investigating incidents involving sexual offences, violence, modern slavery and human trafficking, domestic abuse, honour-based violence, child abuse, abuse of vulnerable adults, hate crime and missing persons. The police as a service cannot solely provide the safeguarding and support that victims and vulnerable people need which is why multi agency approaches are very important when trying to combat this.

As mentioned above MAPPA is facilitated by the police, the prison service and the probation service all working together to protect the public from sexual and violent offenders when they are released from prison and reintegrated into society (Wood *et al*, 2007). MAPPA cannot completely eradicate the risk of these offenders to the public, but they do its best to ensure reasonable steps are taken to reduce the likelihood of harm. It also helps to provide public protection as MAPPA aims to rehabilitate offenders. Bryant *et al* (2015), found that the reoffending rate of sexual offenders decreased from 26% in 2000, before the introduction of MAPPA, to 23% in 2004 after its implementation. One of the struggles of MAPPA is that it relies on the coordination of many other partner agencies such as social services, youth offending teams, child services, health services, local housing authorities and the jobcentre to name a few, and there sometimes can be a lack of communication between the services. In 2006 the Police, Prisons and Probation Inspectorate published a report into the work of MAPPA which found that housing departments were evicting or accepting tenants with no reference to MAPPA highlighting the clear gap between criminal justice and other services (HMIP, 2006).

The police have an obligation to safeguard the well-being of children even if no crime has been committed (Home Office, 2018). The enquiry into the death of Victoria Climbié in 2000 lead to the UK government development of 'Every Child Matters' and eventually the Children Act 2004. These were established to promote child welfare and inter-agency collaboration and due to this the police hold quite a significant number of powers to protect and safeguard children. However even with the powers the police hold to protect children, the death of 'Baby P' in 2007 highlighted ongoing failures in child protection procedures and that the police, doctors, social services, and schools need to take more appropriate action to prevent child abuse and neglect (Fitzpatrick, 2009).

There are several other police strategies used in the protection of vulnerable persons. The Multi-agency Risk Assessment Conference (MARAC) is a multi-agency meeting to facilitate, exchange and evaluate different agencies information regarding high risk domestic abuse victims and establish how best to safeguard and protect them (Robinson, 2004). Research conducted into MARACs found

that the meetings are typically Police led and that the police force have the highest attendance rate out of all the agencies (Cordis Bright, 2011). First created in 2005, the Independent Domestic Violence Advisors (IDVA) form a fundamental component in assisting domestic abuse victims and are crucial to effective MARAC operations through receiving and making referrals, specialist domestic violence training and specific knowledge of each victim (Coy & Kelly, 2011). IDVAs provide a primary contact for victims and address their immediate safety concerns and help establish the victim's needs (Donova, 2013). With the support of IDVA and MARAC it was found that 60% of victims reported no further abuse, 71% felt safer and 69% described an overall improvement to quality of life (Save Lives, 2017). One of the barriers that the Police and these agencies face is lack of victim engagement (Steel *et al*, 2011), help is limited when high risk domestic abuse victims refuse or deny assistance (McCoy *et al*, 2016). Research also highlights that there are limited associations between MARAC and other multi agencies such as MAPPA and Multi-Agency Safeguarding Hub (MASH) (Steel *et al*, 2011), however information exchanged between these agencies would improve services provided to victims and encourage attendance at MARAC meetings from other agencies (Stanley & Humphreys, 2014).

The impact of crime varies amongst victims and may not only leave them with financial losses but physical, mental, behavioural, and emotional harm also. Some victims may develop long term psychological problems such as depression or post-traumatic stress disorder. Shapland and Hall (2007) found that emotional effects are generally most prevalent amongst victims of crime, with victims reporting anger and shock most commonly felt.

As human beings, police officers are susceptible to biases and emotion which can interfere with information processing and decision making through investigative process (Kosnik, 2008). This can hinder and alter an investigation as officers believe or search for evidence to support their theory whilst ignoring or excusing contradicting evidence.

The most harmful and dangerous organised crime groups (OCGs) include but is not limited to, modern slavery and human trafficking, county lines drug trafficking and child sexual exploitation. OCGs take advantage of young and vulnerable people and their communities for their own personal gain. They exploit victims by use of coercive control, manipulation, and violence to control them and use them to store drugs, money, or weapons. Victims can be physically, injured, subjected to psychological trauma, or killed as a direct or intended consequence of criminal action.

In conclusion, one of the most important and main roles of a police officer is to the protect the public and to keep them safe. In order to effectively do so, officers are required to work collaboratively with partner agencies and when done so correctly has been shown to effectively help victims. The impact of crime can have a detrimental effect on victims which is why it is vital officers deal with the incidents professionally and appropriately and submit the correct referrals so that victims can get the help and support that they require. OCGs play a large part in the police's concern of public safety which is why there are designated departments dedicated to tackling this problem.

Q5. 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)

This essay will outline the concept of evidence-based policing (EBP) and crime prevention theories and also the strategies implemented to reduce re offending. Professor Lawrence Sherman developed the concept of evidence-based policing in 1988. It is a method of making decisions about 'what works' in policing by applying the research conducted into policing into actual police practice (Sherman et al, 1989). EBP focuses specifically on three tasks which make up the "triple T" strategy of policing: targeting, testing, and tracking (Prof Bryant & Bryant, 2020b).

There are a number of theories and models which are utilised by police to try and prevent and reduce crime. Many of these models focus on situational crime prevention rather than focusing on the characteristics of offenders. The police can help reduce the risk of re offending by reducing the opportunities available to offenders. The routine activity theory (RAT) states that for a crime to occur, three things must happen at the same time and in the same place: a suitable target, a likely offender, and the absence of a capable guardian (Clarke, 2018). Following this rationalisation, the application of situational crime prevention techniques can be used which aim to reduce crime and re offending by making less opportunities available for offenders to commit crime and make criminal action less attractive. This is done in five ways; increasing the effort of committing crime, increasing the risk of getting caught, reducing the rewards, temptations and provocations and lastly by removing the excuses for offending (Clarke, 2018). Target hardening can also reduce the opportunities available to offenders. Roe (2019) found that houses with a basic level of security were nearly ten times less likely to be burgled than those without. There is substantial evidence for the effectiveness of situational crime prevention with research clearly demonstrating that situational interventions do not result in the displacement of crime (Eck & Clarke, 2019). One of criticisms of the RAT is the assumption that criminals are rational in their decision making (Kitteringham & Fennelly, 2020).

Herman Goldstein developed the concept of problem orientated policing (POP) as an approach to tackling crime and repeat offending by identifying substantive problems the Police are faced with and developing and evaluating tailor made responses to them (Goldstein, 1990). The concept of POP was developed as Goldstein identified a need for greater efficiency and effectiveness within police work. The practise of POP usually involves four main process and is summarised by Eck and Spelman's (1987) SARA model; scanning, analysis, response and assessment. Initially a problem or re occurring crime is identified and is analysed to establish areas in which police can intervene. A strategy is then devised to tackle the problem and executed. There is then a review and evaluation of the impact of the response to determine if the problem has been resolved (Eisenberg & Glasscock, 2001). Scott and Clarke (2020), state that POP has repeatedly been shown to have a positive impact on a wide range of crime and public safety issues with the College of Policing (2019) describing POP as "one of the best evidenced policing strategies". However, despite extensive evidence about the effectiveness of POP, the many years of research and practise has identified reoccurring challenges in the implementation and delivery of POP (Goldstein, 2018). Some of these include limited or basic scanning and analysis and poor assessments of the impact of chosen solutions (Bullock *et al*, 2006). Bullock et al (2021), argue that even though there is strong evidence to support the effectiveness of POP it is important to continually assess the areas which support or hinder its delivery. Over recent years, the delivery of POP is thought to be facilitated by the development of technology that supports crime analysis and increasing dominance of neighbourhood and community policing styles however the same problems are still being encountered (Bullock et al, 2021).

The approaches mentioned above are unlikely to be used in response to an isolated incident but instead to address long term reoccurring issues. There are some limitations to the models as every situation is different so bespoke solutions are often required to address the specific problems. These models also work by the trial-and-error method so it could take a while before effective results start to show.

There are also methods that are implemented that focus on the characteristics of individuals to try and tackle the root cause of their repeat offending. Examples of these include, Women's Pathfinder, Males 18-25 rehabilitation and Drug and Alcohol Intervention programmes. These programmes focus on similar processes to coordinate early intervention methods and are designed to rehabilitate offenders and provide guidance and assistance to them to try and prevent them offending again. A study conducted into the effectiveness of the Women's Pathfinder scheme found a 26% reduction in women that re offended proving that these programmes are beneficial (Centre for Justice Innovation, 2021).

Another strategy for Police to reduce repeat offending is focusing police activity in areas where crime and disorder is concentrated and where people are most likely to offend. This follows on from the Sherman *et al* (1989) study which highlighted that crime is clustered in small areas. Ratcliffe (2018), argue that when these 'hot spots' are identified and targeted, combined with proactive policing has shown that it is an effective crime reducing strategy as it reduces criminal opportunities through deterrence.

In conclusion, the theories mentioned above although not always successful have shown a decrease in the rate of repeat offending over the years since they were first implemented. EBP is a continuous trial and error process, but methods can be improved upon with each failure and success. Each theory has its own strengths and weaknesses but are utilised dependent on the circumstances of the problem wanting to be resolved. POP appears to be the most successful approach as it focuses on solving the underlying issues of a problem.

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