

UWTSD.

Operational Policing Practice 3 BMP6005D

Student Name: Natalie Megan Jones

Student Number: 2023918

Task 1:

Question: *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.*

Answer:

This essay will critically evaluate the concept of the professionalisation of the police service whilst taking into consideration maintaining professional standards, ethical and inclusiveness and coaching and mentoring approaches.

Those who work for the police service within the United Kingdom are required to adhere to the Code of Ethics which outline 10 standards of professional behaviours which ensure that all officers and staff are professional whilst on or off duty. With specific standards and ethics outlined, it allows for growth in police professionalism (College of Policing, 2014). However, it is argued by the Former Chief Constable of Thames Valley Police Peter Neyroud (ND) *"That the police service needs to move from being a service that acts professionally to becoming a professional service"*. The term profession relates to a *"Job that requires advanced education or training"* (Collins, 2022) in a policing perspective this would include officers receiving the same training and having received the same level of advanced education which is often conducted by work-based learning.

The move to professionalising the police service is supported by the The Policing Vision 2025 whereby it is implied that policing will be a profession by 2025 (NPCC, 2016). This is outlined as being achieved by specific entry requirements into the police to ensure there is consistency across the service (NPCC, 2016). This supplies officers with the correct skills and knowledge to understand and deal with modern crimes. With the Policing Vision 2025

outlining the need for the police service to become a profession, police forces across England and Wales have introduced the Policing Education Qualifications Framework (PEQF) in 2016 which allows officers to join the police service and to be provided with a “*Consistent high standard of training...whichever way they choose to join the force*” (College of Policing, 2020).

There are several entry routes into the police service which accommodate individuals who are joining the service with or without a degree. Individuals joining the police in England and Wales without a degree would undertake the Police Constable Degree Apprenticeship (PCDA) entry route which consists of 3 years of work-based learning and those with a degree would undertake the Degree Holder Entry Programme (DHEP) which consists of 2 years of work-based learning. In addition to this, individuals can enter the police service with a direct entry degree in Professional Policing.

The PEQF is governed by the College of Policing who are the professional body for policing (College of Policing, ND) and therefore ensures all core standards are adhered too in line with the Code of Ethics and that officers are maintaining their professional standards whilst undergoing any entry route into the police by the setting of required standards and capabilities for student officers. In addition to this, the advanced education will provide education on evidence-based policing and allows officers to understand and deal with evolving policing aspects such as digital policing and will enable officers to reflect on their progress as a student officer. The use of work-based learning relies heavily on mentoring, throughout each year of probation the student officers undergo, they will be supported by a mentor who assists and “*Translate academic knowledge into workplace practice and address challenges*” (Stephens et al, 2014) whilst allowing students to reflect on these challenges.

Having established the concept of professionalising the police service. It is argued that the professionalising of the police service by the means of the introduction of the PEQF is not the most cost-effective approach for professionalising the police service. Due to additional costs of university fees, the recruitment process and ensuring student officers are provided with working days for their studies. This is supported by Police Professional (2019) where it is outlined that Police and Crime Commissioners have expressed concerns over its financial impact to their forces. Additionally, the PEQF is outlined as an ‘investment’ to improve and develop officers in different roles (Wood, 2018). However, as a result of police forces in

England and Wales investing into the PEQF entry routes it ensures all officers to receive the same higher education to a level 6 of the national qualifications level which is believed by the College of Policing to “*Reassure the public about the level of training police officer have*” (Police Federation, 2019) and demonstrates the professionalism of their officers. In addition to this, it provides officers with greater knowledge in policing and the application of evidence-based policing allows officers to explore criminality in greater detail to establish why it is occurring. Providing all student officers with a sense of achievement due to the consistency in the education and skills provided to officers. This is supported by Christopher Kinsella, the chief resources officer for Greater Manchester Police who suggests that PEQF officers are provided with knowledge to provide a high-quality service to the community (Greater Manchester Police, 2021).

Having considered the consistency with the standard entry requirements for new student officers, it is vital to consider that many forces have made changes to the workload placed on student officers since its introduction. However, all student officers will be provided with the same level of knowledge in Professional Policing. With the introduction of different entry routes for student officers allows for the questioning of equality. However, there is no information to suggest any impact on individuals with protected characteristics (College of Policing, 2022) and the standard entry requirements apply in line with the individual’s fitness for work. Furthermore, concerns may be raised in regard to pay scales between PCDA and DHEP students, with PCDA students receiving less of a salary than DHEP students initially. However, it is identified that all students will receive the same pay upon completing probation and achieving the same national qualification level.

In conclusion, the concept of professionalising the police by the means of the PEQF entry for new students has been recognised by the College of Policing as a step towards professionalising the police service (College of Policing, 2016) However, this has only been in place for a short period of time and does not allow a fair evaluation of its effectiveness in the long run with only in the last 2 years are student officers completing their entry routes. However, its introduction is arguably an effective approach for gaining public confidence and motivating new officers and allowing a sense of achievement within their role as an officer and ensuring the police force is more representative.

Word Count: 1059

Task 2:

Question: *Critically evaluate the role of the police in Response policing (public perception and critical/major incidents)*

Answer:

This essay will critically evaluate the role of the response policing department. This essay will explore the areas of the public's perception of the police and how the police deal with critical and major incidents.

"Response officers are at the heart of uniformed policing and will often be the first police officer many members of the public come into contact with" (College of Policing, ND). Whilst conducting their duty to protect the public, response officers must be aware of their emotional intelligence. This allows officers to be aware of their emotions and others around them. It is outlined by Walker (2006) that individual officers and the police service should be held to account for their actions. Within England and Wales officers must comply with the Code of Ethics. However, they must also demonstrate their ability to provide empathy, manage conflict and have self-control whilst dealing with members of the public at any incident. Officers' ability to be aware of their emotional intelligence is often identified throughout the initial recruitment process which is conducted alongside the College of Policing's competency and values framework (CVF). The CVF outlines clear expectations for officers in order to raise standards and to protect the public (College of Policing, 2016). Outlined within the CVF is integrity. Integrity is a crucial element to officers' behaviour. Officers demonstrating their integrity would contribute towards maintaining the public's confidence in the police by ensuring that they are challenging improper behaviour, ensuring that their behaviour does not impact the reputation of the police service and are always adhering to the Code of Ethics (College of Policing, 2022).

Response officers are also a key element to attending and dealing with critical and major incidents. A critical incident is defined by the College of Policing (2013) as *"Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family, the community"*. Whilst dealing with a critical incident

officers must respond appropriately whilst considering how the incident will impact those involved and the reputation of the police service. Response officers also respond to major incidents. A major incident involves more than one emergency service as the incident may affect a large number of individuals (College of Policing, 2013). Although it is outlined that a major incident is dealt with as a multi-agency approach, it is crucial to consider that the police often take primacy over major incidents and must provide an efficient response as the report of a major incident is in the public's interest to be published. The police response to dealing with a critical and major incident must aim to restore public confidence.

It is evident that the role of the response policing department and response officers has the members of the public at its core at any incident. This is supported by Sir Robert Peel's 'policing by consent' concept which was introduced within the 9 Peelian principles to the Metropolitan Police in 1829, whereby it is outlined that *"Police lose their authority when they lose the consent of the public"* (House of Commons, 2021). In order to maintain the consent, officers must act with integrity. Although, having outlined the importance of response officers acting with integrity and maintaining the public's confidence in all that officers do, it allows for the questioning of why the public's perception of the police is a widely discussed topic.

A HMICFRS report of the public perceptions of policing in England and Wales was conducted in 2018, which outlines that 61% of 17,043 surveys conducted were satisfied with their overall local police force and 74% believed that the police work effectively in dealing with emergencies (HMICFRS, 2019). However, these statistics were published 2 years before the death of George Floyd and 3 years after the murder of Sarah Everard. The death of these two individuals alone had a significant impact on the public's perception of the police worldwide, whereby it is reported that the public's confidence in the police has reduced since these events (RUSI, 2022). The murder of Sarah Everard by a serving Metropolitan Police officer was treated as a critical incident, as outlined above the police response to critical incidents must be effective. However, an inquiry is in place for the police failures to challenge Couzens' improper behaviour prior to Everard's death (BBC, 2021). As a result of this loss of confidence in the police, the Metropolitan Police released an early apology and conducted a transparent investigation in order to restore public confidence. Which evidently acts against the concept of policing by consent. These incidents demonstrate how the actions of one officer can impact the reputation of the police service as a whole. However, it is

argued that corruption within the police cannot be placed onto single individual's and that the police service has a history outlining several cases of institutionalised corruption and these cases are often dealt with individuals alone receiving punishment (HMIC, 2015) rather than examining the problem at its core within the police service.

Furthermore, it is important to consider how each individual experience with police can impact the public perception of the police. This is supported by the College of Policing (2021) whereby it is outlined that although the presence of police patrols may not reduce crimes. However, their research suggests that the presence of patrol officers has resulted in a positive public perception of the police. The public's perception of the police can also be heavily influenced by the media. This is highlighted within the response to the 2017 terrorist attacks in the United Kingdom, whereby the media have portrayed the police as elite and placing themselves at risk and dealing with the terrorist incident within minutes (Sky News, 2019) By portraying the police as heroes, the media coverage may influence positive public perception of the police. This is supported by Fields (ND) whereby it is suggested that the way the media report incidents may shape public perception.

Therefore, it is crucial to consider how one officer's actions can impact the reputation of the police service and outlines the importance of the Code of Ethics. Due to the world-wide publicity of critical and major incidents and police corruption, the positive public perception of the police is often under-reported and overlooked by the public, resulting in a need for a positive relationship between the media and the police. This essay has demonstrated that each contact leaves a trace and providing an effective service to the public is vital to the reputation of the police service worldwide and to maintain policing by consent.

Word Count: 1094

Task 3:

Question: *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.*

Answer:

This essay will critically evaluate the methods used by police whilst gathering information and intelligence and how the information contributes to the tasking and coordinating process, whilst establishing how information and intelligence is communicated.

“Police information refers to all information obtained, recorded or processed for a policing purpose... and information which has been subject to a process of evaluations is known as intelligence” (College of Policing, 2022). Information is vital in policing in the UK as the police service is intelligence-led. The use of information and intelligence is used by officers to conduct investigations and to detect and deter criminality. A large element of policing is concerned with processing information (Gill, 1998). Analysts will analyse the gathered information and create a report to enable the information to be evaluated and used as intelligence. Information and intelligence within policing is gathered in many formats which include a covert human intelligence source (CHIS). The use of a CHIS involves a person working covertly to establish a relationship with a subject to gather information for a policing purpose which is authorised under the Regulation of Investigatory Powers Act 2000 (RIPA) (Home Office, 2010). Other methods used by police to gather information include the use of directed surveillance. Directed surveillance is covert surveillance which also requires an authorisation under RIPA to obtain private information of a subject for a policing purpose (Home Office, 2018). Other methods include interception of communications. The interception of communications is a method of gathering information by the means of listening to telephone calls and reading emails. This method requires a warrant which is also issued under RIPA (Security Service MI5, ND). However, the method used by most response officers would be gathering information and submitting an intelligence report based on information gathered on patrols, from members of the public and anonymous reports or reports from other agencies.

Having outlined some of the methods used by police in order to gather information and intelligence, this essay will now critically evaluate these methods. It is evident that the use of gathering information and intelligence within policing is utilised to protect the public. However, a report from Martin et al (2022) suggests that there are concerns relating to the necessity of a CHIS being able to break the law to protect national security. Although having said this, the Home Office reports that the use of a CHIS alone has identified and disrupted several planned terrorist attacks (GOV.UK, 2021). The use of gathering information and

intelligence by the means of a CHIS, directed surveillance and the interception of communications has raised debates in relation to breach of human rights due to article 8 outlining the respect for private and family life, which is a qualified right and additionally the collateral damage to individual's linked to the subject. This is supported by the Equality and Human Rights Commission (2019) where it is outlined that surveillance may interfere with these rights. However, it is outlined that its use must be for a legitimate and proportionate purpose with the aim of crime prevention. It is important to consider that the use of these covert methods of gathering information and intelligence is ongoing within several investigations to date and due to their use in protecting national security there is limited information available relating to their results in order to remain covert. Additionally, there are limitations to the use of gathering information by the means of information from members of the public, other agencies and anonymous reports. The use of information provided by the public must be subjected to evaluation by ensuring how reliable the source is and to establish the accuracy of the information. The responsibility of the information and the source' personal data lies with the organisation (College of Policing, 2015) to ensure that the police service are complying with data protection regulations and that the information is submitted for a policing purpose.

Having critically evaluated police methods to gather information and intelligence. This essay will now establish how information contributes to the tasking and coordinating process. The use of the National Intelligence Model (NIM) enables a structure for police to analyse information and generate actionable intelligence. This is conducted by the means of information being processed continuously and developed throughout the decision-making cycle (Keningale, 2020) to ensure it is disseminated correctly. The tasking and coordinating process covers different levels such as intelligence unit meetings and daily management meetings. The information and intelligence gathered is used to assist senior managers within the tasking and coordinating process with the decision making and developing priorities and responses over 3 different levels. Level 1 covers the basic command unit area. Level 2 covers the force area and cross border and level 3 covers national and international. However, it is argued that the NIM model has not been utilised by all police forces and as a result of this, police forces do not work together when sharing information which may result in hindering cross board, national or international investigations (Keningale, 2020). However, the correct use of information sharing with the tasking and coordinating process allows for a necessary response with the correct resources.

This essay will now establish how information and intelligence is communicated. The use of police communicating information and intelligence may be conducted by social media, press conferences or making appeals to the public, this is conducted to reassure the public and to encourage reporting. This is supported by Leppert et al (2022) who outlines the police use of social media may enhance the relationship with the public. By means of communicating information to the public it also demonstrates that the police service is transparent and is accountable for their actions. However, it is crucial for the information which is communicated by police to be necessary to release and must be accurate. Police failings whilst communicating information can result in a significant impact on those involved. The case of Christopher Jeffries demonstrates the effects of failing to communicate information efficiently and where necessary. The Christopher Jeffries case relates to a murder investigation whereby Jeffries was arrested for the murder of Jo Yates however, he was innocent. Throughout the investigation Jeffries was vilified and the police failed to release information that Jeffries was no longer a suspect in the case (BBC, 2013) resulting in significant backlash to Jeffries' family and an investigation into the police actions. However, having considered the impacts, it is crucial to understand its importance in dealing with on-going investigations whereby the release of information opens further lines of enquiries by the police encouraging the public to report.

Word Count: 1097

Task 4:

Question: *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.*

Answer:

This essay will critically evaluate the police strategies for dealing with public protection incidents whilst considering the impact of the abuse on victims, the impact of the personal attitudes and values on the investigative process. In addition to this, the essay will also

explore the association between serious and organised crime groups and public protection issues.

“Public protection has been transformed into an umbrella term to cover a range of activities by local authorities and other government agencies” (Sutherland et al, 2009) Public protection incident includes dealing with matters such as high-risk missing people, domestic violence, the vulnerable and dangerous people, which has been recognised amongst the most demanding roles within policing (Police Superintendents Association, 2022). These incidents may result in a significant impact upon its victims. It is vital for the police service to deal with these incidents effectively to ensure there is safeguarding in place for the victim. A victim is defined by the CPS (2021) as *“A person who has suffered harm, including physical, mental or emotional harm or economic loss which was directly caused by a criminal offence”*. The impact of public protection incidents on victims is widely recognised. The impact of public protection incidents can vary from each individual and how they perceive the incident in which they have been involved in. Additionally, the duration of the impact can vary from each individual. This is supported by the Victim & Witness Care Unit (ND) whereby it is explained that the seriousness of the crime may not represent the impact on the individual. However, some of the immediate impacts upon victims include physical harm or financial loss (Office for National Statistics, 2022) feeling angry, upset or even ill. Furthermore, the long-term impacts of victimisation may result in some victims developing post-traumatic stress disorder (PTSD), depression and anxiety. It is also important to consider trauma bonds. Trauma bonds are outlined by the domestic abuse support service SaferPlaces (2022) as a connection between an abuser and the victim which may be difficult to escape following the attachment built between both parties. The victim often becomes dependent on the perpetrator and builds emotional ties to each other. In many cases the victim may not feel like a victim of crime due to the relationship with the perpetrator, resulting in a investigation process without the cooperation of the victim. The effects of trauma bonds are often found within cases of kidnapping, sex trafficking and child sexual exploitation cases (CSE). Therefore, demonstrating the importance of an effective strategic response from the police to deal with public protection incidents and to safeguarding the victims.

The strategies utilised by police to deal with public protection incidents include working in a multi-agency partnership. Across England and Wales there are multi-agency public protection arrangements (MAPPA) the agreement in place ensures that the police work in partnership

with the probation, prison service and other agencies to ensure they are protecting victims and the public by working with offenders (College of Policing, 2017). MAPPA identifies individuals who are at risk and manages the offenders accordingly. This strategy has been portrayed by Suffolk Constabulary (ND) as an extremely effective approach for reducing the risk of offenders and protecting the public in the meantime.

In addition to MAPPA. The police also cooperate with a multi-agency risk assessment conferences (MARAC) which are meetings held by different agencies such as the police, children services, social services to share information in relation to victims and the perpetrator in order to risk assess those involved in the incident and to develop an action plan to assist the victims (SafeLives, ND). To assist with information sharing between agencies the violent and sex offender register (ViSOR) is utilised. ViSOR is a national multi-agency database to manage offenders which is updated with information and intelligence from probation and the police to assess the offenders within society (College of Policing, 2017).

As outlined these strategies rely heavily on the sharing of information between different agencies in order to protect the public. The information shared between agencies must be accurate and relevant to enable an appropriate response. This is supported by the Hertfordshire Safeguarding Children Partnership (2015) who suggest in order to identify the risk the information must relay all concerns. However, it is vital to consider the time constraints between one agency receiving the information and sharing amongst others. In addition to this, the concerns regarding information sharing and increasing the likelihood of data breaches. This is supported by OECD (2019) who outline the increased risk whereby information includes personal details. However, the information shared is conducted in the public's interest for protection in these matters.

Additionally, the introduction of the serious and organised crime strategy is utilised by police in dealing with public protection incidents. The serious and organised crime strategy outlines that serious and organised crime groups target the most vulnerable and exploit them to operate their crimes. The strategy outlines the 4 P's in order to protect the public. These are to 'Pursue' the offenders of serious and organised crime by prosecution, to 'Prepare' for serious and organised crimes to occur, to 'Protect' the public and to 'Prevent' individuals from engaging with serious and organised crime groups (HM Government, 2018). This strategy relies heavily on information sharing and the interaction of multi-agencies. With the severity

of the crimes outlined it is argued that these criminals are developing new means to exploit victims; however the approach to tackling such serious and organised crime has not yet adapted and continuously relies on traditional views (Home Office, 2020).

Having critically evaluated the police strategies for dealing with public protection incidents and considering its impact upon its victims, this essay will now explore the association between serious and organised crime groups and public protection issues. Some of the public protection issues have been outlined above, with the more serious cases including CSE, human trafficking and modern-day slavery. The association between these public protection issues and the serious and organised crime groups can be identified whereby perpetrators are targeting the vulnerable to assist with their criminality. This is supported by HM Government (2018) whereby it is outlined that “*Serious and organised criminals prey on the most vulnerable in society*” this may be conducted by manipulating children and the vulnerable into drug running or to even take over homes as a location for their criminality and to prevent the police from detecting the criminal activity.

Word Count: 1064

Task 5:

Question: *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 reoffending.*

Answer:

This essay will critically analyse the concept of evidence-based policing and what works in policing whilst evaluating the crime prevention theories and strategies. The essay will also consider the options available to reduce re-offending.

The concept of evidence-based policing means to use the best available evidence to assist with decision making, policies and practice (College of Policing, ND). This is conducted predominantly by the use of ‘What Works’ questions to assist with the decision making (Lumsden et al, 2016). It ensures officers are using research to support their decision making. One approach adopted by police forces across the UK includes the ATLAS model. This

model encourages officers to ask questions, test existing research, learn from practices, adapt these practices using best evidence available and to share the results (Pepper et al, 2020). Outlining the need for officers to adopt the approach of researching and using the best available evidence in their changes rather than copying ideas from other police forces. Pepper et al (2020) outlines that evidence-based policing is heavily embedded into the PEQF training for new student officers, ensuring that student officers are adapting to an evidence-based approach to their policing decisions along their career. However, it is argued that change to adopt a more evidence-based police service may be difficult amongst longer service officers as it is widely recognised that police officers are often resistant to change as part of its 'cop culture' (Police Chief, ND) and therefore it is argued that the use of embedding evidence-based policing into student officers may encourage change over time. By encouraging the change to a evidence-based approach it will allow police services to share information effectively and will ensure that the information, policies or practices has been evaluated, ensuring that the best available evidence has been utilised. The Open University (2020) outlines that evidence-based policing's main outcome is to prevent crime. This is supported by Sherman (2013) who stated *"Evidence-based testing helps assure that police neither increase crime nor waste money"*.

Having critically analysed the concept of evidence-based policing, this essay will now evaluate the crime prevention theories and strategies utilised by the police. Crime control looks to suppress crime within society; this is conducted by the means of punishment for offenders (Sanchez et al, ND). However, crime prevention looks to prevent crimes from occurring in the first place. This approach is seen as a more cost effective approach to dealing with crime within the UK. In order to prevent crimes from occurring the Home Office have introduced their modern crime prevention strategy (2016) which outlines key drivers of crime and its aim towards crime prevention. These key drivers of crimes include the opportunity, character, the effectiveness of the criminal justice system, profit from the crime, drugs and alcohol.

Crime prevention by reducing the opportunity is addressed as the first key driver. This can be conducted by the means of installing CCTV cameras. The approach of reducing the opportunity has also been referred to as target hardening. The technique of increasing security to any target available to criminals. The effectiveness of the strategy to reduce the opportunity for criminals is supported by the Kirkholt burglary reduction project whereby a

neighbourhood targeted by burglars removed the opportunity from the area and the findings displayed that the burglaries in the area fell from 40% to 0 during the duration of the project (US Department of Justice, 2001).

The individual's character has also been identified as a key driver in why crimes are committed. It is suggested that children who are willing to break social norms are more likely to commit crimes (Home Office, 2016). The modern crime prevention strategy outlines the approach for the police to tackle this by the means of liaising with schools and developing a healthy relationship between young people and the police in attempts to break these characteristics at an early age. Dyfed Powys Police (2022) noted their success with the school liaison approach. However, it is vital to ensure that this work is maintained as more children pass through the school years.

The effectiveness of the criminal justice system has also been identified as a key driver for criminality. It is outlined within the modern crime prevention strategy that increasing penalties and imprisonment will be utilised to prevent criminality (Home Office, 2016). However, it is argued that *“Long prison sentences have little impact on crime...prison can...make someone more likely to commit crime”*(The University of Law, 2021). Additionally the strategy outlines the use of rehabilitation work to reduce reoffending by the means of working with other agencies to support offenders.

The strategy also outlines the profit from crime and drugs and alcohol. The theory of individuals profiting from the crime explores the idea that criminals are money motivated. It is argued that there is limited research on the theory of individuals committing crimes for financial profit (Home Office, 2016). However, it is evident through the increase in drug supply and fraudulent offences that profit may be a key element to criminality.

The theory of drugs and alcohol driving criminality is outlined within the strategy, suggesting that individuals commit crimes to fund drug habits or commit crimes under the influence of drugs or alcohol (Home Office, 2016). This is supported by GOV.UK (2017) who state *“One of the biggest factors that influence whether a criminal will reoffend is their use of drugs and alcohol”*. The strategy has outlined their approach to prevent reoffending influenced by drink or drugs by intervention by means of treatment for drugs and support groups. The GOV.UK

(2017) outlined the results of treatment whereby 44% of those receiving treatment did not reoffend.

This essay will now consider the options available to reduce re-offending. It is vital to consider the factors which impact criminals to reoffend. The lack of a substantive job may contribute to re-offending. In order to target unemployed offenders to reduce re-offending the government introduced a program 'reduce re-offending through skills and employment' whereby funding has been increased for offenders education and basic skills are taught whilst in prison (HM Government, 2005). Additionally the lack of a support network may increase re-offending. It is argued that a good partnership between offender management services and the offender may reduce reoffending, this is supported by Ministry of Justice (2013) whereby a study suggested that only 30% of offenders who had an excellent relationship with their managers re-offended. With these factors in mind, the police service works collectively with probation and the prison service to aid with rehabilitation services for the offenders and to provide support whilst ensuring the risk to the public is managed.

Word Count: 1100

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