

**Essay one:**

Consider the effect of professionalisation on organisational culture within policing, and examine the impact on officers' wellbeing and resilience. Your answer must be based on academic research, not personal experience.

**Word limit:** 1000 words.

This essay is going to look at the professionalisation on organisational culture within policing and the impact it has on officers' wellbeing and resilience. There are a number of reasons that are impacting on officers' mental health and their resilience. This essay will explore those reasons and the consequences they pose on policing.

There is research to suggest that due to the nature of policing and the demands associated, there are high stress levels felt by officers, including as a result of the organisational structure. This includes intruding on an officer's home life, lack of control over ever increasing workloads and the inadequate support for these extreme workloads (Collins and Gibbs, 2003).

Furthermore, Lumsden and Black (2020) discuss that the role of the police officer has become increasingly more stressful and has been having a negative effect on individuals physical and mental health. Stresses that are felt by police officers include, the lack of resources, time pressures and the changes to the police role (Lumsden and Black, 2020).

In support of this statement, in February 2016, a survey was conducted on 17,000 police officers across England and Wales. This survey focused on demands of the job, capacity to meet demand and welfare. Of these 17,000 respondents, 80% recognised that they suffered with feelings of stress, low mood, anxiety and other mental health and well being issues in the previous 12 months. 92% of these individuals admitted that this was made worse by work (Houdmont and Elliott-Davies, 2016).

Policing is an occupation unlike any other, it is typical for police officers in particular response officers; officers who respond to 999 calls, to experience stages of extremely high demand and must manage members of the public who are experiencing their own emotions. They will more than likely be on shift work, which has an impact on their wellbeing. Working shift patterns can cause officers to feel burnt-out, anxiety and depression (College of Policing, 2018). Response officers are also likely to suffer exhaustion as a result of the range of incidents that they attend. Previously, response officers would go on the sick if they had sustained any physical injuries whilst working. Most recently, it is suggested that a high proportion of sickness is due to mental health. To highlight this, a report published in 2017 showed that 2,358 officers were on the long-term sick due to their mental health (College of Policing, 2018).

Another aspect of organisational culture that is impacting on police officer's wellbeing and resilience is having to always maintain a professional attitude and appearance, despite whether they are dealing with a very volatile individual (van Gelderen et al, 2007). In the same article, van Gelderen and colleagues explore other theories that can impact response officers during their shift. This can include lack of sleep and time to 'switch off' from the job. They argued that this might result in an increase in the level of psychological strain at the beginning of a shift. To corroborate this, there has

been research to suggest that officers are turning up to work following arguments with their partners due to their working hours and missing time with their family (Can and Hendy, 2014). Less commonly included in measures of police stressors are 'home-work conflicts' such as arguments with the spouse about late work hours and family disappointment about missed events. Such 'home-work conflicts' are included in the LEOSS.

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Tshababa et al (2019) suggest that factors that contributed to workplace stresses were role ambiguity and roles overload. Role ambiguity suggested that a person does not know how to perform their role or what they are expected to do as part of their job. This can result in conflict if roles of individuals are not clear enough. Roles overload suggests that a police officer has too many tasks to complete all at once. In other words, there is too much of a pressure to finalise investigations in a sufficient time frame (Tshababa et al, 2019).

Furthermore, an aspect that can impact on an officer's wellbeing and resilience is whether they find themselves being investigated or not. McDaniel et al., (2020) explore how prolonged misconduct investigations impact on the mental health and well-being of those officers. Research was conducted on 11 officers who were all investigated between 2012 – 2017. A number of these officers expressed feelings of severe anxiety and the participants felt stressed both mentally and physically. This study also discovered that several of the participants felt that they could not continue to work and went onto long term sick leave. In addition to this, McDaniel and colleagues also discovered that the participants felt that they were hugely let down by the police service. None of the participants were offered organisational learning and they felt that they were being treated differently due to their occupation.

In conclusion, there appears to be lots of literature on the mental health of officers and how it is impacted by their profession. From this essay and research, it was discovered that the majority of front-line officers who are off on the sick are off due to their mental health. This coincides with officers having to maintain a professional appearance when responding to highly stressful incidents.

Furthermore, Charman (2018), discussed that police officers she spoke to saw that their role had changed within their first four years. She discovered that these officers believed that their focus had turned from upholding the law to public protection and safeguarding.

## Essay two:

**Counter-terrorism policing** – assess the limits of the police's role in investigating counter-terrorism.

Word Limit: 1000 words.

This essay is going to assess the police's role when investigating counter terrorism. There is no clear definition for what the term '*terrorism or terrorist*' is. It is argued that the term is linked to the negative political use of the word, and it is for this reason that media outlets choose to refer to other terms (Silke, 2010).

When it comes to the police's role when investigating counter terrorism, there are a number of ways that the police can assist when it comes to the fight against terrorism. These are; Counter Terrorism Units or Counter Terrorism Intelligence Units, Counter Terrorism Police, National Operations Centre, National CBRN, Special Branch, Security Services, National Counter Terrorism Security Office (NaCTSO) and Intelligence, Security and the Law (MI5). All of these units play a vital role in identifying, investigating and counter threats to national security.

So how do the police investigate counter terrorism? In 2003, the Government set up its first anti-terror approach, which was named CONTEST. The aim of CONTEST is to protect the community from the risk of international terrorism (Wong, 2022). The CONTEST strategy is made up of four stands; Prevent, Pursue, Protect and Prepare (Home Office, 2018).

The first stage of the CONTEST strategy is the prevent stage. This is the part of the stage where Counter Terrorism Policing try to prevent those most vulnerable in society from being drawn into extremism (Counter Terrorism Policing, 2023a). They do this by working with local authorities and community groups to support and work with those most at risk. In a report published by HM Government, it identifies three objectives, which are; "*tackle the causes of radicalisation and respond to the ideological challenge of terrorism; safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support; and, enable those who have already engaged in terrorism to disengage and rehabilitate*" (HM Government, 2021).

However, for this stage of the strategy to be successful, members of the community need to engage with the police and other agencies if they suspect an individual is susceptible to becoming radicalised (Mackinnon and Derickson, 2013). The benefits of the Prevent strategy are also under scrutiny, because the strategy focuses mainly on young Muslim men. This is highlighted by 1,120 people who were referred to the Channel Intervention programme, between April 2007 and December 2011. Of these 1,120 people there was a high percentage that were young Muslim males (Home Office, 2011).

The second stage of the CONTEST strategy is the pursue stage. Here, Counter Terrorism Policing (CTP) works to pursue terrorists with the aim to bring them to justice (Counter Terrorism Policing, 2023b). CTP works closely with agencies such as MI5 in order to develop their intelligence and then when it comes to putting the evidence together before the courts, they will work with the Crown Prosecution Service.

Research suggests that between 2001 and March 2008 there were around 1,471 terrorism-related arrests. Of these, only around 480 of the arrests led to an individual being charged. Of these 480, a total of 360 were charged with terrorism offences where 196 were convicted of terrorism offences. To put this into perspective, MI5 state that they can be investigating at any time up to around 2,000 persons. It can therefore be argued that the Pursue strategy is succeeding in interrupting approximately 25% of people involved in terrorist related activity (Gregory, 2009).

This is the third strand of the strategy. This is simply to protect the public and the United Kingdom from terrorist attacks. Here the police will work with other emergency service agencies, by developing close working relationships with the public and commercial groups (Counter Terrorism Policing, 2023c). The work is most important in places or venues that are likely going to be crowded. In the circumstances that an attack does take place in a heavily populated area, such as a shopping centre or music venue a major incident will be declared. An acronym that is used to alert other emergency services of a major incident is METHANE. This is now the recognised models for passing information to the respective control rooms (College of Policing, 2013).

A tactic that is used by the police to identify and deter crime, such as terrorism, is an initiative called '*Project Servator*.' The idea of Project Servator is for the police to have a high visibility presence, where they work with members of the community, local businesses to encourage them to become more vigilant and report any activity they feel is suspicious (Counter Terrorism Policing, 2023d).

The final stage of the CONTEST strategy is the prepare stage. This is the part of the stage, when an attack has taken place how do the emergency services respond. In his article Resilience in UK counter-terrorism, Kieran Hardy suggests that there are a few focuses within this stage. The first part focuses on how an effective response is delivered following a terrorist attack. The second aspect focuses on improving the emergency service response to such attacks. Here the emergency services will frequently test and exercise their capabilities in order to respond to and recover from terrorist attacks (Hardy, 2015; HM Government, 2018).

To conclude, there are plenty of law enforcement agencies that are available that all work together under the anti-terror approach CONTEST. However, in recent years there has been examples of terrorism taking place on UK mainland, most recently the Manchester arena bombings that took place in May 2017. This attack has come under scrutiny as a result of the Kerslake report. This report discovered that there was a breakdown in communication between the emergency services, particularly the police and fire service. Following this Kerslake made recommendations for the improvement should circumstances arise again. These improvements involved better communication between services and to upgrade the technology systems for communication (Preen, 2020).

**Word count – 970 words**

**Essay four:**

Critically evaluate the effectiveness of crime prevention strategies in relation to Serious and Organised Crime.

**Word limit:** 1000 words.

This essay is going to explore the effectiveness of crime prevention strategies when tackling serious and organised crime. Firstly, I will look at what serious and organised crime is and then explore the strategies that are implemented to tackle it.

Firstly, as defined by on the House of Lords Library, Serious and Organised Crime is where “criminal activity is planned, coordinated and committed by people working individually, in groups, or as part of transnational networks.” (Winchester, 2020).

The strategy to tackle serious and organised crime has four main objectives, the first is relentless disruption and targeted action against the highest harm serious and organised criminals and networks; the second, building the highest levels of defence and resilience in vulnerable people, communities, businesses and systems; thirdly, stopping the problem at source, identifying and supporting those at risk of engaging in criminality; and lastly, establishing a single, whole-system approach. These four objectives coincide with the ‘4Ps’ framework; Pursue, Prepare, Protect and Prevent (HM Government, 2018).

Serious and Organised Crime can take shape in any sort of crime type such as vulnerabilities, prosperity and commodities. These, for example, could be modern slavery and human trafficking, money laundering or cybercrime and illegal firearms or illegal drugs (National Audit Office, 2019).

In 2021, the National Crime Agency (NCA) released a report called The National Strategic Assessment of Serious and Organised Crime. The report used intelligence that was gathered from varying sectors to understand the threat caused by organised criminals (National Crime Agency, 2021). This report discovered that due to the Covid-19 pandemic organised criminals turned to using technology to adapt their way of committing crime and avert detection by law enforcement. However, despite this, the NCA had its most successful 12 months. An operation that was set up to tackle the encrypted communication platform EncroChat; Operation Venetic led to over 1,500 arrests, the seizure of Class A and B drugs, over £50 million in cash, 115 firearms and just under 3,000 rounds of ammunition (National Crime Agency, 2021).

Within England and Wales, there are nine Regional Organised Crime Units (ROCU) that provide a vital link between the police forces and the NCA. This unit has 14 core specialist capabilities, which is used to investigate and disrupt serious and organised crime. Between 2017 – 2018 operations by ROCU led to 2,052 disruptions on organised crime (HM Government, 2018).

In order to help build the resilience with those most vulnerable to organised crime in our society, the Home Office launched a £13 million Trusted Relationship fund in England. This will help support projects that are used to build positive and trusted relationships (HM Government, 2018).

To help further, in 2014, the UK Government launched the *WePROTECT* to fight against online child sexual exploitation. By 2015, this initiative had merged with the US Government and the European Union Global Alliance Against Child Sexual Abuse Online initiative (HM Government, 2018). To tackle organised crime targeting vulnerable individuals and businesses, the UK government aim to work with those members of society and help them better understand and recognize the threats by organised criminals (HM Government, 2018).

In order to stop the problem at source, the Serious and Organised Crime Strategy set out increasing preventative action in order to help reduce the threat. The aim is to target those who are being recruited into serious and organised crime, where they will be focusing on areas of offending including drug trafficking, cyber-crime, child sexual exploitation and professional enablers. When targeting those going into drug trafficking and distribution, a large-scale outreach programme was set up in 2015, where a toolkit was designed for the use of frontline officers when they are dealing with 11–18-year-olds. This was made available to 6,000 frontline staff and the results of this showed that 95% supported young people (HM Government, 2018).

However, these findings cannot be entirely accurate and reliable. It is clear that serious and organised crime is one of the main priorities set out by the Ministry of Justice in the 2020 Spending Review (HM Treasury, 2020). In 2022, the National Audit Office estimated that a sum of £37 billion was spent annually in the fight against serious and organised crime. However, regardless of this, the NAO still state that there is not sufficient data to formulate an effective response (National Audit Office, 2019).

In contrast to the above by the national audit office, Dr. Tim McSweeney discusses further that between 2013 and 2020 there were more than 2.6 million hearings that were at Crown Court. In that time frame, the vast majority of cases on average were found to be serious and organised crime hearings. McSweeney also discovered that around 49% of hearings at Crown Court the defendant entered a guilty plea and the vast majority of those were serious and organised crime related offences (McSweeney, 2022). This figure suggests that agencies like the NCA are able to investigate cases effectively that they have an increased chance of securing a conviction at court.

In conclusion, there are plenty of agencies who are readily available to protect the public against serious and organised crime, with law enforcement agencies like the police and the NCA. As a result of the Serious and Organised Crime Strategy agencies, nationally and regionally, as well as the Home Office, are all working together with the sole aim to prevent crime (Home Office, 2016).

However, Sir Craig Mackey (2020) recognised that there is still room for improvement with regard to the roles and responsibilities of the NCA, ROCUs and local police forces in England and Wales. He further recognised that each agency had relevant powers to aide them in delivering the Serious and Organised Crime Strategy and their need for any additional powers.

**Word Count – 951**

### **Essay five:**

Critically assess the effectiveness of options available to reduce re-offending, and consider how these are informed by evidence-based policing. You may choose a specific type of offence for this answer e.g. domestic violence, anti-social behaviour, knife crime. Your answer must be based on academic research, not personal experience.

**Word limit:** 1000 words.

This essay is going to look at the effectiveness of options that are available to help reduce the re-offending and will be focusing on knife crime and consider whether these are learned by evidence-based policing. Firstly, evidence-based policing is based on the idea that Lawrence Sherman explored in 1998 was that all practices carried out by the police should be based on scientific evidence about which works in the best way (Pepper et al., 2020).

Evidence-based policing is the using of research and problem solving in order to assist in the decision-making process. A model that was developed to help understand how a problem has been caused or where problems persist was introduced by the Herman Goldstein in 1979 was the ATLAS model (Glenn, 2020). The ATLAS model can help officers generate questions when they are dealing with incidents (Spooner et al., 2022). SARA is a mnemonic for Scan, Analysis, Response and Assessment (College of Policing, 2017).

From examining re-offending rates linked with knife crime, one must firstly look at deterrents that are currently out there which stop people from carrying and using knives. One such method that is used is the stop and search power. However, best available evidence suggests that the most effective approach in tackling knife crime is early intervention with the collaboration with multi-agencies (McNeill and Wheller, 2019).

The stop search power allows a constable to search a member of public or vehicle if they have reasonable grounds to suspect that the person or vehicle has in or on them any stolen or prohibited articles, points and blades. Prohibited articles can include offensive weapons (College of Policing, 2016). Research in the Metropolitan Police Service suggested that 80% of arrests for offensive weapons was as a result of police officers exercising their power to stop search (FitzGerald, 1999).

There are conflicting arguments that the stop and search power reduce crime, but does this in fact prevent re-offending in terms of knife crime? Some theories suggest there is consistent evidence that the increased levels of police visibility and involvement reduced crime (Bradford, 2011). However, in 2016 McCandless et al discovered that stop searches that targeted knife crime specifically found that there was no statistically significant reduction in crime (McCandless et al, 2016).

Another initiative that was introduced to reduce re-offending was the introduction of the knife amnesties. In May 2006, a five-week national knife amnesty trial was set up and within this time frame, it was recorded that there was a total of 89,864 knives handed in (Eades et al, 2007). But do knife amnesties work in reducing the re-offending rates? In the same article Eades suggests that there is no evidence to show that knife amnesties do reduce re-offending or change the attitudes and behaviour to knife crime. It has, however, increased the awareness of knife crime within the

country (Eades et al, 2007). This statement is supported by an operation that was set up by the Metropolitan Police Service '*Operation Blunt*' where it showed that between 15 May 2006 to 9<sup>th</sup> July 2006 there was a reduction in approximately 219 knife related offences. This made up around 1.7% of the annual offence levels (Metropolitan Police Service, 2006).

Between June 2008 and March 2009, the United Kingdom Government introduced another initiative that was called the 'Tackling Knives Action Programme' (Taylor, 2010). This programme was introduced to bring tough enforcement on those that do carry and use knives, but at the same time being able to educate those same individuals. This programme focused on ten areas within England and Wales where one such initiative was the introduction of regular after school patrols and dedicated police officers for schools in high knife crime areas (Silvestri et al, 2009).

Following a four year high of stabbings in London in August 2016, where figures reached a high of 1749 stabbings of people under the age of 25, a simulation intervention was set up that showed the effects knife crime has on young people. In London a workshop was set up, which involved 48 school pupils from different schools in an area in London. These pupils were split into two groups, where one group had more exposure to knife crime. It was anticipated that this group was more likely to find these workshops beneficial. The conclusion of this workshop was that the interviews with the participants, particularly the second group, showed that they had learnt that any knife crime related behaviour could be reduced following this workshop. But most importantly, this workshop identified that it cannot stop young people from carrying knives, it can however, make young people think more or consider their choice at carrying or using a knife (Tribe et al, 2018).

To conclude, when trying to reduce the number of knife related offences, it is not as clear cut and easily possible. Although there has been a different initiative to prevent knife related crime, in particular the knife amnesty, it has conflicting results. Although results have shown that knife related offences were reduced during the time period that the initiative was taking place, everyone still has access to knives as they can be found in a kitchen (Eades, 2007).

This is supported by findings by the Office for National Statistics that identified that in the year ending March 2022 there was around 45,000 knife related offences, roughly 9% increase, than the year before in knife related offences in all force areas in England and Wales except for Greater Manchester Police (Allen and Burton, 2023).

**Word Count: 915**

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