

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

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.

The College of Policing are the "professional body for everyone working across policing. It is an operationally independent arm's-length body of the Home Office." (College of Policing, 2022). Established in 2012, they took over from the National Policing Improvement Agency (NPIA) and became responsible for aspects of training and development. This came following a review from former Chief Constable Peter Neyroud who conducted a review into police leadership and training. He recognised "the police service needs to move from being a service that acts professionally to becoming a professional service" (Neyroud, 2011). Part of the College of Police's remit is to be evidence based in their approach and development, to set standards, develop skills and capabilities, share knowledge, and implement a framework that provides a consistent model for all forces to be guided by. Emma Williams and Tom Cockcroft state "The professionalization agenda in British policing is being driven by the College of Policing" (Williams, Cockcroft, 2018) and will achieve this through a commitment to "follow a code of ethics...use expert knowledge...self regulation" (Williams, Cockcroft, 2018)

In a more generic overview of professional industries, recruitment website Indeed describes a professional organisation in the following way:

"A professional organization exists to advance a particular profession, support the interests of people working in that profession and serve the public good. It facilitates innovation, communication and connection" (Indeed, 2020)

This definition supports the opinion that the police are a professional organisation. They have achieved this by evolving, introducing measures and strategic drivers such as collaborative working with professional bodies such as the College of Police and educating its staff all with the betterment of serving the public in mind. Introducing statutory legislation such as the Police Reform and Social Responsibility Act (Police Reform and Social Responsibility Act 2011) and the Crime and Disorder act (Crime and Disorder Act 1998) also demonstrates the willingness to have legally binding responsibility to engage and react to the needs of the public.

Alongside the College of Police are bodies such as; National Police Chiefs' Council (NPCC), Professional Standards Department (PSD) and Independent Office for Police Conduct (IOPC). These bodies play their part in professionalising the police service through

regulation of standards. The NPCC creates and sets out a policing vision that recognises the needs of the community and provides the blueprint for the strategies it will employ in achieving the vision. The police service encourages self-reflection in the form of making referrals to Professional Standards Department following complaints. The Independent Office for Police Conduct (IOPC) state:

“We investigate the most serious matters and set the standards by which the police should handle complaints. We use learning from our work to influence changes in policing. We are independent, and make our decisions entirely independently of the police and government.”

This allows the police to get an objective review of conduct that scrutinises, processes, and advises on how to better uphold standards. It ensures the police are accountable for any actions that fall short. This commitment to regulate policing through such bodies ensures that professional standards are maintained and contributes to the police being a professional organisation.

Although Richard Heslop believes that the British police forces have been “Mcdonaldized”. He recognises and accepts that the police service share the following traits: “provision of public service, code of ethics, self-regulation, autonomy and discretion, body of expert knowledge with control over application, educational qualifications” (Heslop, 2011) which define a professional organisation but Heslop believes modern policing, despite having those traits, is placing more of an emphasis on components that characterise a “Mcdonaldized institution.” (Heslop, 2011) These types of institutions operate in accordance with four main principles: “calculability, efficiency, predictability and control.” (Heslop, 2011). Heslop states the police service has an “increase in bureaucracy, a reduction in police discretion and deskilling. As such this has arguably brought about ‘de-professionalisation’.” (Heslop, 2011) However the commitments from the College of Policing and other professional bodies believe their commitment to educate, develop and increase knowledge results in upskilling its members and ensures the public receive a more efficient service.

In Policing Vision 2025 there’s a commitment to reform and coordinate the direction of police services in England and Wales. The aim is to utilise resources effectively and better serve the public’s safety whilst also providing a value for money, efficient and trusted service (NPCC, 2016). That type of language aligns with the theory of “McDonaldization” however the College of Policing professionalisation approach means staff are qualified and developed in order to achieve the NPCC’s policing vision. The Policing Vision 2025 discusses “enhancing capabilities” and The Neyroud review made recommendations around qualified staffing stating:

“a number of different routes to achieving the qualification in order to ensure that policing is able to draw on a wide range of potential applicants, from those with high quality degrees to those with significant career experience and a wide and diverse range of backgrounds.” (CIPD, 2021)

Taking an inclusive approach allows the police to better serve the public due to the diversity of its workforce. Qualifications such as the PEQF ensure that entry level jobs are accessible to all. Development approaches such as coaching and mentoring are also in place to ensure that the workforce is dynamic and adapts to the need of the profession. The Chartered Institute of Personnel and Development (CIPD) state:

“Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals, although it may also have an impact on an individual’s personal attributes such as social interaction or confidence.” (CIPD, 2021)

Whilst mentoring is “...a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced member of staff.” The College of Policing in 2018 embraced these methods by training officers and staff as coaches or mentors with the aim of providing a more informal, flexible support to help them advance their careers.

The concept of ‘the professionalisation of the police service’ has been debated ever since Sir Robert Peel’s formation of modern policing in 1829. It is a debate that will continue due to the ever-changing needs, progression of technology and public expectation of the police. Neyroud’s review said the police need to change from “a service that acts professionally to becoming a professional service.” (Neyroud, 2011) College of Policing has driven this change through an inclusive recruitment method and collaboration with professional bodies such as PSD and IOPC. There is a recognition by these bodies that there’s a necessity to be innovative and evolve which prevents the organisation stagnating or becoming out of touch.

Word count 1097

1000 words - Community/Response Policing/Policing roads/Conducting Investigations /Digital Policing

Critically evaluate the role of the police in one of the following areas:

- Community policing (strategies and incentives)

Community policing is an approach that's about collaborative working and equal ownership between local forces and the areas they serve. Somerville states: "The ideal relationship between police and public is characterised as a structural coupling between two types of self-organising system" (Somerville, 2009) and believes recognising and accepting this "...might develop improved policing strategies in the future" (Somerville, 2009). The role of the police is to facilitate community engagement. To do this they rely on input from partners such as local councils, social services, and the public too. As a result, services can then provide a tailored response to the needs of the community. This could include providing a visible presence, building intelligence, and providing early interventions. The success of these strategies relies community engagement. Community engagement from police is viewed by Bryant and Bryant as "a core element of effective community and neighbourhood policing approaches" (Bryant and Bryant, 2020, p164).

The model of community policing incorporates traits that can be identified in other models such as problem-oriented policing (POP) (Goldstein, 1979) and intelligence-led policing. Goldstein's POP uses the approach of thorough analysis and looks to tailor responses to problems and targeted interventions. Intelligence-led policing is a more modern approach that makes use of incorporating information technology to carry out the practical aspects of policing.

One study by the College of Policing found that police engaging and collaborating with the public through various methods led to a perceived reduction in disorder and an increase in trust and perceived legitimacy (College of Policing, 2021). This success was attributed to the community engagement strategies of foot patrols, beat meetings and newsletters among other things. The successes benefit both the community and police officers as increased positive public perception of police has a correlation with officer morale. A 2021 PolFed survey of police officers found that: "84% of respondents said treatment by the public had a negative impact on morale" (PolFed, 2021).

Nearly 200 years ago, Sir Robert Peel formed the Metropolitan Police Force and 'The Peelian Principles' which considered 'policing by consent' to be the foundations for this era of modern policing. Within the principles they state the need for public approval, the willing co-operation of the public, that the police are the public and that the public are police. Fast

forward to current times and these principles around engagement and interaction with the public remain relevant and still underpin current methods and values that are used today.

Despite this early acknowledgement of the importance of the community and the part they play within policing, there have been times in which modern policing has failed in its role within community policing. These failures resulted in communities feeling alienated. When such alienation happens, it can have a profound impact. This is evident in the Brixton Riots of 1981 when three days of rioting took place because of unfair treatment from police towards black males in the community saw an uprising of anger and frustration. Lord Scarman attributed the disorder to shortcomings in engagement and disparity within the community and stated a need for improvements regarding engagement were essential to rebuild community relationships. 2011 saw disorder that arose in many cities across the UK, many cited detachment from society and a lack of engagement as the cause of frustration.

The importance of engaging communities has been reinforced by section 34 Police Reform and Social Responsibility Act 2011 (Police Reform and Social Responsibility Act 2011). This act states chief officers are legally obliged to engage with local neighbourhood to discuss crime and disorder within that community. This two-way dialog between the public and police is encouraged as discussing the needs and understanding threats within the community are better understood. This interaction allows the community to feel that their voice is being heard resulting in more positive interactions and an increase in public perception of the police. The strategies this engagement can use are public events such as fun days or school visits or during visible foot patrols in problem areas. This contact allows police to build intelligence and recognise causation factors of when and where crimes happen leading to targeted action that can reduce crime in certain areas. "...when the police build positive relationships with the community, they can impact proximal outcomes like citizen satisfaction and trust, which may set the scene for effective problem solving to occur." (Gill et al, 2014).

In neighbourhood policing, mechanisms such as community impact assessments and problem-solving approaches like OSARA and Problem Analysis triangle are regularly used. The effectiveness however relies on populating these models with information gathered from communities that is more reliable and credible after building trust. The confidence cycle (College of Policing, 2013) illustrates this importance and shows correlation in the relationship between engagement and increased confidence in police from the community. It shows that successful engagement focussing on neighbourhood priorities leads to collaborative problem solving which addresses neighbourhood issues thus improving confidence and trust.

The early origins of the community policing reform “wave” worldwide can be linked back to the 1960’s in the USA. Police leaders adopted the policy to tackle anxieties about “skyrocketing crime and urban violence.” (Stephen D Mastrofski)

Since then community policing has been adopted by police agencies around the globe. It has been incorporated into the UK and continues to evolve and adapt to societal needs. Publications and reviews such as Neighbourhood Policing Guidelines (College of Policing, 2018) and Safer Streets Neighbourhood Crime Factors (College of Policing, 2021) provide insight in to how best to engage with communities and provide details on causation factors of crime and disorder that can inform frontline officers and staff on methodology of crime and the scale of the impact. The importance of the role police officers play and the engagements they have is also a factor that is reviewed within the annual PEEL inspection reports (HMICFRS, 2022). This objective viewpoint allows for reflective practice allowing police organisations to recognise where improvements need to be made

Community policing is more than a localised strategy. It’s a dynamic umbrella term that needs to be flexible for the areas it serves worldwide. However community policing isn’t a one size fits all solution. Analysis from a study in South America found that “some communities demand harsher and more repressive policing in their interactions with officers for a variety of different reasons.” (Hanson, Zubillaga, 2021)

Matrofski said: “Unlike some reforms that narrow their focus over time, community policing has remained multi-faceted and diverse” (Matrofski, 2006). The role therefore of the police within community policing is to evolve and adapt to societal needs with effective training, communication and community engagement.

Word count 1099

1000 words - Information and Intelligence/Communication Skills

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.

Information and intelligence in a policing context is used to support policing objectives, allowing the police to achieve positive outcomes through intelligence-led policing. The College of Policing definition of relevant information as:

“all information obtained, recorded or processed for a policing purpose. It includes information which is processed (known as data, including personal data) and information which has been subject to a process of evaluation (known as intelligence). (College of Policing, 2022)

The police collect this data in a variety of ways for a policing purpose and the information can then be processed to become intelligence that helps shape operational decision making on multiple levels from a local BCU level, a force-wide and regional level or even on a national level. The National Policing Improvement Agency (NPIA) defined a policing purpose back in 2010 in their codes of practice as; “protecting life and property, preserving order, preventing the commission of offences, bringing offenders to justice, and any duty or responsibility of the police arising from common or statute law” (NPIA, 2010).

The methods that are used are; routine collection, tasked information and volunteered information. Routine collection of information relates to an almost organic method of information collecting whereby information is gathered as part of an officer or staff members everyday routine and operational activity. Methods such as; stop and search, arrests, targeted patrol strategies and responding to incidents would all be considered as routine collection.

In 2011, Police Reform and Social Responsibility Act (Police Reform and Social Responsibility Act 2011) provided a legal responsibility for police to engage with communities. From this dialog between the public and police, officers can gather intelligence from the community and align their attention towards crime hotspots which become the focus of targeted patrol strategies. This information gathering method is vital in assisting communities reducing anti-social behaviour as the report by the College of Police has identified (College of Policing, 2021).

Tasked information refers to information that is being collected as a matter of priority in order to: identify problems, subjects or suspects. Forms of tasked information would be databases,

CCTV systems, covert human intelligence sources (CHIS), automatic number plate recognition systems (ANPR). These methods are more purposeful and proactive, and these more intrusive/covert methods comes scrutiny and a careful consideration of legislation. One of the most controversial systems used in recent times by South Wales Police has been the use of Automatic Facial Recognition (AFR) system. South Wales Police state the use “facial recognition technology to prevent and detect crime and help protect the vulnerable.” (South Wales Police, 2022) However it's use saw a lawsuit brought against the organisation by Ed Bridges and civil liberty group, Liberty. They claimed the system breached his human rights – specifically article 8 of Human Rights Act 1998 (Human Rights Act 1998) to a private life, equality laws and data protection laws ('Bridges V CC South Wales Police', 2020). The final ruling ruled partly in favour of Bridges, however stated “its use was proportionate interference with human rights as the benefits outweighed the impact on Mr Bridges.” (BBC, 2020).

Another aspect of this method is the use of a CHIS. Under the Regulation of Investigatory Powers Act 2000, a person is a covert human intelligence source (CHIS) if; “a public authority tasks them to establish or maintain a relationship with someone else for the covert purpose of obtaining or disclosing information.” (Gov.UK, 2021) By using a CHIS, investigators can gain

“The use of CHIS is key to protecting national security and fighting serious crime. It allows investigators to gain an insight into the criminal and terrorist organisations they are targeting.” (Gov.UK, 2021)

Regulations and a code of conduct is in place due to the sensitivity around using such methods for information gathering. Again use of this method raises questions around how the use of a CHIS contravenes certain aspects of the Human Right Act (Human Right Act 1998). Jonathan Lennon provided the following response, stating that;

“It must be understood that a violation of Article 8 does not of itself impact upon a defendant's right to a fair trial under Article 6. The Court is invariably only concerned with the right to a fair trial and even if Article 8 has been unlawfully breached by a CHIS operation that does not mean there is a breach of Article 6” (Lennon et al, 2009, p33)

The introduction of the code of conduct RIPA implemented to outline the boundaries such methods should be conducted provide a professional and ethical framework.

Volunteered information is the term used to describe the information the police receive voluntarily from the general public or community partners. There's no use of routine or tasked methods in collection of this information and it is passed freely. Examples of this would be the public contacting public service centres, partner agencies informing police of an issue regarding their service users, and tip-offs to Crimestoppers or anti-terrorism hotlines. The motivation behind passing this information is usually because the person giving it, wants something done about it. This open source of intelligence needs to be audited in some respect and the way in which this can be done is by officers implementing the 3x5x2 approach (Bryant, Brant, 2020). In summary this method this volunteered information and process it in order to judge the reliability of the source, intelligence and with who it needs to be shared.

The College of Policing states that "Intelligence collection is a continuous process and there may be specific requirements for its recording and use." (College of Policing, 2013). The various methods used to collect information and intelligence feed in to the The National Intelligence Model (NIM). The NIM deals with intelligence by "using intelligence to determine priorities for policing..." (Bryant, Bryant, 2020). A key part of the NIM is the Tasking and Co-ordinating process. This process "determines the operational response to crime and disorder, and prioritizes intelligence requirements" (Bryan, Bryan, 2020) The process operates at three levels which corresponds to the level of crime and in turn plays a factor in how the crime is resourced. It allows the police to make informed decisions that are proportionate and effective and whether the intelligence needs to be shared with partner services.

Word Count 1033

1000 words - Public Protection

Critically evaluate police strategies for dealing with public protection incidents considering the impact of abuse on victims, the impact personal attitudes and values on the investigative process and the association between Serious and Organised Crime groups and public protection issues.

The role and priorities of the police as a service is wider than just implementing law enforcement. Bryan and Bryant state that:

“Law enforcement is often seen as the main police priority, but this is not the only role of the police. In terms of police legitimacy there is a clear need to engage with the community, and act as a ‘police service’ in addition to being a ‘police force’.”
(Bryant and Bryant, 2020. p. 310)

Public protection strategies are part of that ‘police service’ and the implementation of such strategies are in place to risk assess and manage the threat that violent and sexual offenders pose to victims and aim to prevent repeat victimisation of the most vulnerable people in society. Kemshall and Maguire state:

“These risk assessment and management procedures are directed, in the main, at people who have been convicted of serious violent or sexual offences...” (Kemshall and Maguire, 2001)

Two of the strategies implemented by the police and partner services are; Multi-Agency Public Protection Arrangements (MAPPA) and Multi-Agency Risk Assessment Conference (MARAC). MAPPA is a multi-agency approach that looks to reduce re-offending and protect the public from three categories of offenders that could cause harm to the public the categories are; category 1 – Registered sexual offenders, category 2 - violent offenders or non-registered sexual offenders, and category 3 - other dangerous offenders that require active multi-agency management. The services alongside the police that help manage these offenders include the social services, probation service, specialist domestic violence advisors, and young people’s violence advisors to name a few. Since the introduction of MAPPA partnership working there have been successes. Her Majesty’s Inspectorate of Probation found that;

“An evaluation of MAPPA found reduced reoffending of eligible service users since the beginning of the MAPPA initiative. The one-year proven reoffending rate for violent and non-registered sexual offenders decreased from 26 per cent in 2000 (before MAPPA) to 23 per cent in 2004. For those service users presenting the

highest risk of serious harm, reoffending fell from 29 per cent to 16 per cent between 2000 and 2010.” (Her Majesty’s Inspectorate of Probation, 2021)

The College of Policing recognise the importance of collaborative working and say that “Information sharing and partnership working is critical for MAPPA” (College of Policing, 2017). Despite the successes recognised by Her Majesty’s Inspectorate of Probation (HMI), failures in collaboration, information sharing and inadequate responses can result in catastrophic failings. This was highlighted in the case of ‘Baby P’ where in 2007, Peter Connelly died following months of abuse. The report conducted by Tim Loughton found failings by the police, social services and GP’s stating “In this case, the practice of the majority, both individually and collectively... was incompetent.” and that “Their approach was completely inadequate and did not meet the challenge of the case,”

The police play a vital part in the MARAC process too. They coordinate meetings with other partner agencies and share information to develop a safeguarding strategy. The office for national statistics reports an increase in cases of domestic abuse stating that “The number of domestic abuse crimes recorded by the police in England and Wales in the year ending March 2021 increased by 6%” (Office for National Statistics, 2021). HMI state “Domestic abuse causes both serious harm and constitutes a considerable proportion of overall crime.” (Her Majesty’s Inspectorates, 2014) South Wales police take the approach of positive action as a way of safeguarding victims and preventing repeat victimisation. In 2014 they found that “domestic abuse accounts for 6% of calls to the police for assistance. Of these calls 24% were from repeat victims.” (Her Majesty’s Inspectorate, 2014).

The reason these public protection strategies are in place due to how devastating the impacts of abuse can be on their victims. The Victims’ Code defines victims as;

“A person who has suffered harm, including physical, mental or emotional harm or economic loss which was directly caused by a criminal offence or a nominated family spokesperson of a person whose death was directly caused by a criminal offence.” (Gov.uk, 2005)

Victims that suffer abuse can experience both long-term and short-term psychological trauma and physical injuries. Dr Paul McLaren of the priory group recognises that short term suffering can manifest as; shock, denial, anger, fear, confusion, self-blame and guilt. Long-term effects can leave the victim with post-traumatic stress disorder, flashbacks and depression. (McLaren, P, 2022). The charity PTSDUK recognises the significant effect of violent crime and supports victims of abuse suffering with PTSD. They state that “as many as 30% of crime victims suffer PTSD.” (PTSDUK, 2022).

The Victims' Code came into effect in 2006 as part of the Domestic Violence, Crime and Victims Act. The code acts as a framework for how and when the different services involved in the criminal justice system should support victims and informs them of their rights (Victim Support, 2022).

Undoubtedly the MAPPA and MARAC strategies have assisted in reducing repeat victimisation. Despite these public protection strategies, there are however still victims suffering from abuse, exploitation, violence and sexual violence at the hands of organised criminal groups. The emergence of 'County Lines' offences since 2013 has been a great challenge for the police and partner agencies. Despite law enforcement working continuously with partner agencies, county lines are being crossed and offences and abuse is happening to victims on a wider geographical scale. Victims are being trafficked to various locations to sell drugs or be sexually exploited. This has been exasperated by the recent cost of living crisis. A recent BBC report found that; "the rising cost of living is being used by organised criminals to exploit those struggling to make ends meet" (BBC, 2022). To protect the public, again a multi-agency approach is required to help tackle the issue. Regional Organised Crime Units (ROCU) cover larger geographical areas and share intelligence which leads to disrupting networks facilitate a joint investigation (Bryant and Bryant, 2020). The impacts of all crimes that come under the MAPPA and MARAC remit as well as county lines are devastating and have short and long-term impacts on survivors of abuse and victims. The public protection strategies assist in identifying trends and recognising vulnerabilities of victims and aim to prevent victimisation. The importance and effective implementation of these strategies has been highlighted by high profile incidents such as the case of Peter Connelly which led to a review in methods and key failings of public protection through such strategies.

Word Count 1073

1000 words - Evidence based policing/criminology and crime prevention/criminal Justice

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.

Evidence based policing (EBP) is the approach that has been adopted to improve policing strategies through use of research, intelligence and measuring of success. Bryant and Bryant state that: "The aim is to use research to aid decision-making and policy making by the police and partnership organizations." (Bryant and Bryant, 2020. p.150). Evidence based practices are recognised as being successfully used in other fields such as medicine and in 1998, Professor Lawrence Sherman recognised how applying the same methods to policing would aid modern policing;

"Evidence-based policing is the use of the best available research on the outcomes of police work to implement guidelines and evaluate agencies, units, and officers. Put more simply, One way to describe people who try to apply research is the role of "evidence cop." Evidence-based policing uses research to guide practice and evaluate practitioners. It uses the best evidence to shape the best practice."
(Sherman, 1998)

Since then the College of Policing have recognised this theory and also apply it stating "Evidence-based policing (EBP) means that the best available evidence is used to inform and challenge policing policies, practices and decisions." (College of Policing, 2022). They recognise the benefits of research and how it can develop a better understanding of an issue by paying particular attention to possible causes of problems and assess the effect of a police intervention. The College of Policing however recognise that "EBP does not provide definitive answers." (College of Policing, 2022) and that the critical element is evaluating and learning from successes and failures, and challenging practices in the interest of the public. The importance of evaluation is echoed by former police Chief Jim Bueermann who stated;

"Evaluation of ongoing police operations is important because it can link research-based strategies to improved public safety outcomes, allowing police agencies to move beyond a reactive, response-driven approach and get smarter about crime control." (Bueermann, 2012)

In research with police officers, Karen Lumsden found the belief was EBP was used "in order to improve in relation to demand, rather than just addressing the need to save money and

police efficiently.” (Lumsden, 2017) The College of Policing see the implementation of EBP methods as a vital means of not only managing demand but “Focusing action on crime and anti-social behaviour hot spots, repeat victims and prolific or high-volume offenders is an effective way to allocate resources for crime reduction. (College of Policing, 2021).

EBP does raise questions regarding ‘what works’ versus ‘what matters’ and how much value one holds over another. The report conducted by the College of Policing ‘Safer Streets Neighbourhood Crime Factors 2021’ details statistics and patterns in relation to certain crimes such as; domestic burglaries, robbery, and vehicle crime. The report details characteristics and risk factors associated with these types of crimes using national data. This type of analysis by local forces is encouraged for them to come up with innovative problem-solving solutions to crime in their area. From this data, problem-oriented policing (POP) and problem analysis triangle (PAT) theories can be utilised to tailor a policing solution. Despite many forces sharing solutions and positives in implementing such models, Van Dijk and Hoogewoning believe although there’s evidence supporting an EBP approach that such focus and reliance on EBP can be detrimental to policing as a whole stating;

“it does not appreciate the specific nature and culture of police work, it ignores the challenges that police organizations are currently facing in their institutional and operational functioning; and it does not take into account that police leaders have to juggle constantly in trying to cope with the dilemmas and resilient issues that confront them within a complex, shifting and at times perilous environment.” (Van Dijk and Hoogewoning, 2015)

Herman Goldstien’s concept of problem-oriented policing however does consider environment and cultural sensitivities. Its approach that identifies specific problems, uses analysis to understand the problem, develops a tailored response and assesses the effectiveness of the response. “POP is an approach to develop targeted interventions, rather than an intervention itself.” (College of Policing, 2017). It is more about discovering the root causes of a problem and the situation conditions that accommodate crime and disorder. Targeted interventions through this problem-solving method are an effective means of tackling crime and disorder. A review conducted by the Campbell Collaboration in 2020 found that problem-oriented policing is associated with an overall reduction in crime and disorder of 34%” (Campbell Collaboration, 2020) The same report found that:

“...proactive policing strategies that identify specific problems, conduct analyses to determine underlying causes, and develop and deliver tailor-made responses, are more effective in reducing crime and disorder than standard, reactive methods of policing.” (Campbell Collaboration, 2020)

Recognising reasons why offenders commit crime and early intervention allows police to utilise alternative outcomes to prosecution. Restorative justice is an approach adopted by many forces as a means of settling incidents and diverts offenders away from the criminal justice system. It also meets the needs of the victims as the Restorative Justice Council notes "85% of victims who took part were satisfied with the process" (Restorative Justice Council, 2016). They also state it Reduces the chance of offenders reoffending as "restorative justice reduces the frequency of reoffending by 14%." (Restorative Justice Council, 2016). The financial benefits and knowing that information and having that data motives and encourages the proactive methods of EBP.

The Problem Analysis Triangle (PAT) is a method that allows police officers to analyse a problem and consists of three main components for analysis. They are victim, location, and offender. The thought behind this model is that by analysing one or more of these components, a solution can be implemented. Identifying offenders and intervening early could prevent them offending further. Recognising a location as a crime hotspot and targeting it with regular patrols could safeguard victims and divert offenders away. Applying research to the response can just like POP, reduce crime and disorder.

An EBP approach is consciously applied across all levels of policing with officers encouraged to make use of models such as ATLAS as part of their response to an incident. The ask, test, learn, adapt and share method is an effective means of collecting information and data contributes to making EBP successful. The method is widely recognised as best practice and its implementation is promoted by the College of Policing as it plays a part of the PEFQ curriculum (Bryant and Bryant, 2020). Sharing of strategies borne out of research and trials is also promoted by individual forces and is seen as "a pillar of the evolution of the police service as a profession" (Pepper et al, 2020).

Word Count 1095

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