

Critically evaluate the role of the police in Counter Terrorism Policing (Structure/ Risks/Insider threat)

In this essay it will be explained what the National Counter Terrorism structure is in the UK, and how agencies such as the Security Service and The National Counter Terrorism Security Office work with police forces around the UK, especially the forces Special Branches to combat the threat posed to the British people and how the risk of the insider threat can be combated through the use of a framework.

Around the UK there are eleven regional counter terrorism units (CTU's) and Intelligence units (CITUs). These units collaborate daily to confront the threat from terrorism. They have officers and staff working in a range of specialist fields such as, investigations, forensics, digital exploitation, financial inquiries, community liaison and communications. At the centre of the network resides the Counter Terrorism Policing Headquarters (CTPHQ), which devises policy and strategy, coordinates national projects and programmes and provides a single national Counter Terrorism Policing voice for key stakeholder including government, intelligence agencies and other partners. (H M Government, 2020). Police forces in the UK have their own 'Special Branch' whose roles include; Spying, Proliferation, Subversion and Terrorism, with the most effective way of disrupting terrorist is to have them arrested and then look to prosecute them. Special Branch will as the liaison between the police and security services, who ultimately are responsible for co-ordinating intelligence operations.

The role of the Security Services, as set out in The Security Act – is the protection of national security, It is the national security intelligence agency whose job is to identify, investigate and counter threats to national security as well as threats to the economic well-being of the United Kingdom which arise from overseas (Security Service, 2021). Over the years Special Branches throughout the country have worked closely with the Security Service, they have made a major contribution to the complex process of penetrating and investigating those groups and their supporters and as a result many planned acts of terrorism have been disrupted (Security Service, 2021).

Another unit that falls within the Counter Terrorism Structure is that of the National Counter Terrorism Security Office (NaCTSO) which is a police hosted unit that supports the 'protect and prepare' strands of the governments counter terrorism strategy. The NaCTSO supports 190 counter terrorism security advisors who work within local police forces and staff, their responsibilities are to provide guidance and advise to protect from the terrorist threat; crowded places throughout the UK, hazardous sites and dangerous substances, personal safety and the critical national infrastructure (HM Government, 2021)

The UK's Centre for the Protection of National Infrastructure (CPNI) (2015) highlighted that attacks, including criminal, terrorism and from those seeking commercial advantage, may depend on the co-operation of an insider. Indeed, this insider could potentially be an employee or any contact or agency staff who have access to the organisation's premises, who may already work for the organisation or who may have recently joined specifically to exploit the access to that organisation.

There is no agreed definition of the 'Insider Threat', Einwechter (2002) defines an Insider as someone who is entrusted with authorised access, who instead of fulfilling assigned responsibilities, manipulates access to a system to exploit it, whilst Greitzer et al (2012) goes further by stating that

insider threat relates to 'harmful acts that trusted individuals might carry out' and that 'the insider threat is manifested when human behaviours depart from established policies, regardless of whether it results from malice or disregard for security policies'

The Insider Risk Mitigation Framework will ensure proportionate spending on any measures posed and make the cost benefit argument it support recommendations for security. It will also support organisational security development through the best use of insider risk mitigation methods to further mature a protective security stance.

The Foundation stage of the Insider Risk Framework consists of three areas, those being Board Engagement & Governance, positive and visible board level support for and engagement with protective security is vital to demonstrate to staff the value place on security and the insider threat strategy. Insider threat Practitioners & Stakeholders, in addition to Board level engagement supplementary structures will be required to translate the strategic vision for the insider threat programme into practice. Stakeholders will need to be engaged across business areas to provide specialist insight and ensure successful implementation. Role Based Security Risk Assessment, understanding what security risks your organisation faces is essential for developing appropriate and proportionate security mitigation measures within the insider threat programme. (CPNI, 2021) The next stage is 'Implementing Mitigations' which looks at minimizing the risks that the individual would pose a risk, such as employment screening and vetting by conducting background checks on the individual and their family we can identify any exposure or influence of extremism. 'Physical & Technical Measures' like operational requirements alongside personnel security measures to deliver security in an integrated manner, 'Investigation & Disciplinary' where appropriate practices are essential in ensuring that disproportionate actions are minimised. 'Security Education & Training' this is necessary to ensure that individuals know what the policies, standards and guidelines are to maintain security and 'Monitoring & Review' the programme should be monitored to enable potential security issues or personnel issues that may impact an employees work to be recognised and dealt with (CPNI, 2021). The final stage of the framework is that of the 'Concurrent Actions', the first is 'Communications', an insider threat programme should integrate effectively with the organisations overall communications strategy. 'Security Culture' follows stating that a good security culture in your organisation is an essential component of a robust protective security regime and helps to mitigate against insider threats and external people threats and lastly 'Continuous Improvement', that the insider threat programme should be continuously reviewed to measure its effectiveness of its resources and that it correctly reflects the current threats and vulnerabilities on the organisation (CPNI, 2021)

In conclusion, there are 11 counter terrorism units situated around the UK to tackle the threat of extremism, agencies such as the Security Services and NaCTSO work along side Special Branches located in all UK police forces. The insider threat is the concept that a person in a trusted position betray the organization so that harmful acts can be carried out, resulting in the insider risk mitigation framework to be developed to minimize the risk to individuals.

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

In this essay we will evaluate the concept of the professionalisation of the police service, through examination of how police forces are internally policed by their own Professional Standards department and nationally by the Office of Police Conduct. Code of Ethics is an integral part of being a police officer and lists the 10 standards of behaviour, noting 'Honest and Integrity' being the first and how officers in the past and current offices have had their integrity called in to question, before ending on how coaching and mentoring new recruits instils the proper mindset and goals.

The term professional refers to anyone who earns a living from performing an activity that requires a certain level of education, skill or training. There is typically a required standard of competency, knowledge or education that must be demonstrated as well as adhering to the codes of conduct or ethical standards. The principle of policing by consent relies on the trust and confidence that the public has in the police service and the wider law enforcement community, professional standards departments can play important roles in the maintaining public trust and confidence, which can be undermined by a failure to manage misconduct and complaints under investigation (College of Policing, 2021). Within the police there are two bodies that deal with complaints; local Professional Standards Department (PSD) which deal with and investigates misconduct allegations and also records and resolves them and the Independent Office for Police Conduct (IOPC) which oversees police complaints and investigates the most serious matter such as deaths following police contact and set the standards which the police handle complaints (IOPC, 2021).

The Code of Ethics is at the heart of the Policing in the UK, it is central to the professionalization of the police service and police practices (Bryant & Bryant, 2019). It is a supportive, positive, everyday decision making framework and is a constant reinforcement of the values and standards that policing is proud of, it is intended to encourage personal responsibility and the exercise of professional judgement; empowering everyone in policing to ensure they always do the right thing (College of Policing 2021).

Honesty and Integrity is one of the ten standards of professional behaviour and is the lynch pin of policing, however, there have been recent cases where officers have been 'dishonest, notably the October 2021 dismissal of a West Yorkshire Police Officer over an underpayment for Jaffa cakes. The officer in question was said to have paid just 10p for two Jaffa cakes which cost 50p each for charity. When the officer was questioned on this matter, the officer provided a 'dishonest' account of what happened and denied breaching police standards head of the hearing. The chairman of the panel described the officer's actions as an 'abuse of trust' and had brought "discredit on the police and the service" (The Manchester evening news, 2021).

There have been other times when the professionalism of the police and public confidence in the police has been called in to question, notably, following the 1989 Hillsborough disaster which saw the lives of 96 people dead. The names of 1,444 police officers, both retired and still in the role were passed to the Independent Police Complaints Commission as part of the investigation. Home Affairs Committee Keith Vaz told MP's the 'huge number' had been shown to him in a letter from Yorkshire Police Chief Constable, the government said that the number of showed the 'enormity' of the investigation resulting in the resignation of Sir Norman Bettinson. There were a number of inquiries that resulted, there were two coroners hearings, private prosecutions and criminal cases resulting in the Chief Supt David Duckenfield, the commander of the 1989 FA Cup Semi Final being found not guilty, however this performance was described as 'lack of leadership and "poor decision making"' (The Guardian, 2019)

'Policing by consent' was a radical new principle introduced to England in 1829. Since 1829 policing by consent has spread to become the philosophy of many police forces around the world and is a guiding principle in UK forces (LPEP, 2021). Ethical committees have been set up to oversee and enhance relations between the police and the public, as the public ultimately have authority of the police. Many of these committees aid the police in advising them on the ethical conduct that will help them maintain the public approval and respect and further advise the public on the ethical challenges faced by the police so that they better understand what to expect from officers. It should be natural for every police officer to be honest, considerate and responsive throughout every encounter with a member of the public (LPEP, 2021)

Coaching is 'developing a persons skills and knowledge so that their job performance improves leading the achievement of organisational objectives (CIPD, 2021). Within the police, coaching is most suitable as it helps individuals to develop better interpersonal and managerial skills, it helps develop an individuals potential and it provides career support, whilst also helps guide new officers when handling conflict situations so that they can be resolved effectively. In a workplace, "Mentoring" describes a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work to support the development of a member of staff (CIPD, 2021). The skills a mentor needs in a policing context is that they are listening actively, building trust with their probationer, determining goals and building capacity and encouraging and inspiring the next generation of police officers whilst also ensuring that they follow the code of ethics.

In conclusion, each police force has their own PSD departments which over look complaints made regarding their officers, complaints regarding death after police contact or death in police custody will be referred to the IOPC for them to investigate. There have been recent cases where police officers have been dishonest which not only results in their dismissal from their respected forces but also effects the public perception of the police as the police are supposed to lead by example. The use of mentoring and coaching have been beneficial to the police service is raising their new officers as it shows structure and ensure that the new recruits are trained to the professional standard required.

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.

A Victim can be defined as an individual who has suffered harm, including physical or mental injury, emotional suffering, economic loss or substantial impairment of their fundamental rights (United Nations, 1985). Serious and Organised Crime Groups are a growing concern for police and other agencies due to the risk they pose to vulnerable individuals, furthermore in this essay we will explore how police manage dangerous sexual and violent offenders through, MAPPA and ViSOR and how the Codes of Practice assist police with helping their victims.

The effects on crime on victims are multiple, the direct effects of victimisation which commonly occur can include the shock and loss in either faith or society particularly in the local community in which the crime took place. Survivors of crime talk about the guilt at having become the victim of crime which can impact their fear or anger at the situation, furthermore the incidents where the victims have sustained physical injury either minor or severe it may overtime have its effect on the victim such as depression and anxiety attacks. There are other psychological effects, such as anger and fear, these are common short term responses, however for some they may develop into longer term issues, such as sleeplessness, reliving the event and on occasion manifest into post-traumatic stress disorder which can last many years (Maguire, 1980), these effects can further put the victim at risk of future victimisation. The Codes of Practice sets outline guidance for how police treat victims of crimes and their requirements. Such as whether a victim meets the criteria for enhanced services which means they must be given updates within one day. This would include victims of the most serious crimes, persistently targeted victims and vulnerable or intimidated victims (Bryant & Bryant, 2019 p297). Furthermore, it advises that the victim should be given information and contact details about the relevant support services, unless the victim declines, if the matter is of a sexual offence or domestic violence or explicit content then consent must be obtained. Police have an obligation to offer a victim the opportunity to make a victim personal statement (VPS) and this must be raised at the earliest stages for the most serious offences, for persistent targeted and vulnerable victims. Police however are able to exercise their discretion and offer the opportunity to make the VPS at a later time. Once the trial has started Witness Care Units and the CPS take over responsibility for providing victims with information.

Serious and Organised Crime Groups (OCGs) are a growing concern for police in the area of public protection as there were 61,064 sexual abuse crimes committed against under 16s, a 9% increase since 2107 up from 56,346. In response to there have been more than 100 government and law enforcement bodies, agencies and other organisations tackling serious and organised crimes. OCGs infiltrate a new region through 'County Line' which is a major cross-cutting issue involving drugs, violence, gangs, criminal and sexual exploitation, modern slavery and missing persons...the response to take involves the police, the NCA, a wide range of government departments, local government, voluntary and community sector organisations (Home Office, 2018). *Gangs from outside areas more in and challenge existing groups or other county lines enterprises for territory resulting in escalations in violence. Gangs will use the local properties, generally belonging to a vulnerable person as a base for their activities. They achieve this either through the use of force or coercion in a method referred to as cuckooing. Once established, gangs will exploit children to deliver drugs from the urban area to the county location, they do this through intimidation, violence, debt bondage and grooming. Adult drug users and vulnerable females are also exploited for their properties or to assist with dealing within the chosen county. Although there is no driving factor, there is a clear link between County Lines and Child Sexual Exploitation.* (Collingbourne, 2021)

Multi-Agency public protection arrangements (MAPPA) are considered by some organisations as the key to the successful management of violent and sexual offenders (Bryant & Bryant, 2019,p298). MAPPA is the process through which the police, probation and prison services work together with other agencies to assess and manage violent and sexual offenders in order to protect the public from harm. It is a system of sharing information and combining resources to maximise the risk management in place for each individual offender, it is the responsibility of the Nation Probation Service to manage all offender that are classed as high risk or managed by MAPPA. Every MAPPA offender must qualify as one of the following three categories; Category 1 registered sex offenders, Category 2 violent offenders sentenced to 12 months or more imprisonment or transferred to a hospital under S47/S49 of the Mental Health Act and Category 3, Other dangerous offenders; a individual who has been cautioned for or convicted of an offence which suggested that they are capable to causing serious harm to other (College of Policing, 2021). There are three identified levels of risk management. Level 1 is for offenders who can be managed by one primary agency without necessarily involving the other agencies. Level 2 management involves more than one agency but is not considered to be overly challenging work or complex. Level 3 is used where managing the risk requires active conferencing and senior representation from the responsibility authority and other agencies with a duty of cooperation (Bryant & Bryant, 2019, p298). A useful database which is used to aid managing Violent Sexual Offenders is ViSOR, which contains this information and individuals whose information is contained within are referred to as 'Nominals'. When cases are no longer active by MAPPA the information is then archived can be later retrieved is necessary. Visor is the responsibility of the police and not the Probation services.

A review was conducted in 2015 which made further recommendations for MAPPA and Visor , putting forward 19 recommendations, some as basic as neighbourhood policing teams are made fully aware of registered sex offenders living in their areas and all minutes are posted to VISOR within the required time frame (CJJI, 2016)

In conclusion, victims can suffer from both short and long term effects of the incident they have been involved and police utilise the Codes of Practice to assist in managing their expectations. Furthermore, the use of cuckooing and targeting vulnerable adults and children to move drugs for OCGs is a growing concern in the fight against county lines and the use of MAPPA and ViSOR to manage dangerous individuals is still subject to improvements.

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.

In this essay, we will analyse evidence-based policing and 'what works' in policing, by examining how the police complete evidence based policing through the use of 'Maryland Scale' and the different stages it is comprised of. Furthermore, the use of crime-prevention strategies and theories such as Problem orientated policing and community policing can be improved through evidence based research and how this can aid in preventing re-offending in an area.

Evidence Based Policing is a law-enforcement perspective and philosophy that implicate the use of research, evaluation, analysis and scientific processes in law-enforcement decision making (Lum & Kope, 2013). In an evidence-based policing approach, police officers, staff and volunteers create, review and use the best available evidence to inform and challenge policies, practices and decisions, furthermore as a way of working, it can be supported by collaboration with academics and other parties (College of Policing, 2020). A number of professional bodies and academic authorities have promoted the idea of 'evidence-based policing as an approach to improving policing strategies and countering crime in the UK (Bryant & Bryant, 2019, p51). EBP is concerned with research that on what works best and to implement it properly under controlled conditions, followed by further research into the ongoing outcomes over time. In other words, EBP is meant to make changes to existing practices, or introducing new practices and measuring the difference in the changes.

Policing in the British tradition is shared civic responsibility, which aligns with the 7th Peelin Principle. Whilst EBP is supported well by collaboration with academics and other partner agencies, it is not new to policing, it stems from medical science where evidence based practice is about ensuring that operational practice is based on scientific evidence. The mindset of EBP is new in that it invites officers to challenge the traditions where they are no longer effective. There are 5 key stages to EBP which are; State the question, Gather the existing evidence, Assess the existing evidence and undertake research, Implement the findings and Evaluate the implementation, each one of which is vital to ensure the best outcome. Analysts have a key role in evidence based policing which uses the best available research techniques to understand what works and what doesn't. Analysts can contribute to the scientific approach required without subjectivity, to inform decision makers on 'what works', what doesn't and examine the causes of this (College of Policing, 2021). The Maryland Scale indicates the different levels of study that can be conducted to inform an evaluation where we want to know what impact our activity has had, in reducing crime or re-offending. The scale is split into 5 sections; Level 1 is a one-off measurement with no comparison site. If there was any change we cannot say whether the intervention had anything to do with it. Level 2 is a level 1 but with a before and after measure. This is a baseline to compare to but again, although we can conclude if there is change, we cannot determine if it is related to the intervention, the influence of other factors cannot be ruled out. Level 3 has a before and after measure across two sites, one where activity was implemented and another which remains business as usual. Any change is likely to be result of intervention being introduced rather than any other factor. Level 4 is an extension of level 3 with multiple test and control sites which gives some management over variables that can't be controlled, sickness, leadership and culture, different sociodemographic characteristics and different crime or demand profiles – the evidence is consistent that the introduction of intervention can lead to a positive effect and Level 5 is the gold standard with randomised control trials, with the use of intervention which directly results in outcomes, as alternative explanations for the change can be ruled out (College of Policing, 2021).

"What works?" and the related evidence-based policing' have their value to the profession of policing and there is little doubt that there are many examples of how this approach has enriched

policing research as well as contributed to operational policing. However, there is a risk of a narrow, instrumental, calculative emphasis on 'what works'? accompanied by an over-valuation of the so called Random Control Trials as the only genuine scientific research (Van Dijk & Hoogewoning, 2015). Dijk & Hoogewoning 2015 study concluded stating that "In the end, it is our strong conviction that while 'what works' is important, it should always be superseded by 'what matters?'"

Evidence-based approaches have benefits such as increase in satisfaction in police work by providing creative ways to carry out the profession and also challenge the status quo (Lum & Koper, 2013). Another benefit is that of police requiring agencies to access to their information and data capabilities in order to carry out analysis, this may lead to improvements in managerial accountability and efficiency such as improved data recording and a push to improve information systems to accommodate these needs.

Decision making perspectives, such as Routine-Activity Theory, Problem-orientated policing could be strengthened through scientific analysis. Problem-orientated policing consists of analysing crime problems in an area, using intervention tactics that have been successful previously, evaluating interventions against the wanted outcomes, however potentially discarding interventions that are not shown to be effective through severe evaluation (Braga, 2013). Community Policing could also be strengthened through evidence-based policing approaches, as many different types of community-based strategies have been developed and also evaluated, some of which have not been shown to neither reduce crime or improve legitimacy (Sherman & Eck, 2002)

In conclusion, the use of Maryland scale is an important factor when analysing evidence based policing as it allows police to measure the effectiveness of their strategy. There is a risk with 'what works?' of a narrow, instrumental, calculative emphasis on 'what works?' and should be followed with 'what matters', furthermore there are benefits to the use of evidence-based policing as it provides police with an opportunity to be creative, however it has been documented that existing strategies have had no effect in reducing crime and so have been unsuccessful in preventing re-offending.

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.

In this essay we will explore methods used by police in gathering information and intelligence such as open sources, closed sources and the use of a Covert Human Intelligent Sources and how the information provided to the police can assist them with their 'tasking and coordinating' to ensure that strategies are in place for when senior offices make decisions. Furthermore, we will explore the process of how the intelligence is communicated through Dissemination and the restrictions to ensure there are no breach in data protection.

The police service receives information and intelligence in different forms. Information could be obtained through a phone call to the police reporting an incident to them. Intelligence is more difficult to define but generally is considered to be information derived from many sources that has been recorded, graded and evaluated. Once intelligence has been graded, the information is then stored within the Police National Computer (PNC), Police National Database or in the local system that that police service uses.

One of the methods Police obtain information is through 'open sources' which is the general public. The public notice all kinds of different behaviours and actions and should be encouraged to report any unusual to the police, as there is much to be gleaned about the lifestyle of criminals from simple observation or from general conversation with the public (Bryant & Bryant, 2019, p524). As criminal lives within communities, there actions can be monitored closely by neighbours, such as daily habits like, going to the shop, who they socialize with and the clothes that they most wear all of which helps build a profile of the criminal habits.

Another method of obtaining information and intelligence is that of 'closed sources', these are those with restricted access, such as police crime recording systems and information shared through partner agencies. Information from Police closed sources is not evaluated through the intelligence report and is usually assess to be reliable (College of Policing, 2021). The sources of information are, other police forces, special closed sources such as special branch, existing intelligence and analytical products.

CHIS (Covert Human Intelligent Source) are individuals who have been tasked by the police with cultivating or sustaining a relationship with a third person, and that third person does not know about the police involvement (Bryant & Bryant, 2019 p.524) The information gathered by the CHIS to given to their handler which is passed in its raw state to Force Intelligence Bureau where it is assessed against what is already known, considered in the wider context and then sanitized. The force intelligence bureau falls within the National Intelligence bureau which as been described by the Home Office a 'a validated model of policing...representing best practice in the use of intelligence to fight crime (Home Office, 2001, ep45 cited in Bryant & Bryant 2019 p 536). The key part of NIM process is the Tasking and Coordinating Process which is conducted at three levels: Level 1, Local BCU Level in to local crime which can be managed by local resources. Level 2, Force and Regional, inter force and regional criminal activity and Level 3, National in relation to the most serious organised crime. (Bryant & Bryant, 2019, p 536). Before authorising the use of a CHIS as a source of information, the authorising officer should examine the risk of interference of the CHIS' target in both their private and family life to minimise the risk of collateral intrusion (Home Office, 2016 p17)

Tasking and Coordination processes provides the tool for the operational decision making at the strategic level and tactical level to be made. This allows managers to priorities the deployment of resources and aid in the decisions that should be based through understanding of the problem at hand. (College of Policing, 2021). Strategic tasking allows managers to consider strategic direction and resource deployment through the use of strategic tasking coordinating groups. Outside police agencies can make contributions to this group and should be included through mutual consent, the purposes of the ST&CG are to consider operational priorities put forward in the strategic assessments, approve strategic intelligence requirements and consider the best use of resources (College of Policing 2021). Tactical tasking and group coordination is similar to that of strategic tasking, except it is analysed through results analysis and TT&CG should consider the tactical assessment and create operational delivery plans, establish a rational basis for decision making and review intelligence requirements along with others. (College of Policing, 2021)

Dissemination is an important stage in the polices overall ability to seek control of the information process (Gill, 1998). Intelligence maybe disseminated to others within the policing community such as other police forces, your own force or other agencies that they share 'information sharing agreements' with such as social services. However, despite these agreements police must give consideration to issues of proportionality, risk, data protection and freedom of information as well as human rights of those affected by sharing the information (Bryant & Bryant, 2019, p535), it is likely that intelligence will need to be sanitized to protect sources. When a unit disseminates its product, it cannot guarantee that it will be 'read' in the same way as it was written – receipts of the product may well subject it to their own evaluation and thereby challenge the ability of the unit to extend its influence by defining the terms of the debate about any issue (Godfrey & Harris, 1971 cited in Gill, 1998)

In conclusion, police have different forms of gathering information and intelligence which include both human sources and other sources such as social media all of which better aids police in tasking and coordinating as the senior officers will have more information at their disposals to make decisions. Furthermore, in order for intelligence to be disseminated to other agencies, it must be sanitized to ensure that there are no breach of data protection and the officers submitting the intelligence to be mindful of how it may read to others.

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