

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.

The term 'professionalisation' refers to the changing of societal role from merely an occupation, into a profession (Green & Gates, June 2014). When considering what is meant by a profession, one could argue it is a vital role within society, that includes knowledgeable, skilled, and educated personnel, who are held to a higher standard and possess the appropriate academic qualifications to make critical and rational decisions.

At the heart of efforts to professionalise the police service is the Code of Ethics, which sets out principles and standards of behaviour that is expected of police officers and police staff, ensuring that the officers deliver the 'highest professional standard' when dealing with the public (College of Policing , July 2014). This stance was amplified by Chief Constable Alex Marshall, who stated, *'The Code of Ethics clearly defines the expectations of standards and behaviour for everyone in policing and brings policing into line with other trusted professions that have such codes, like those in medicine and law'* (Home Office, 2014).

When discussing the professionalisation of the police service, reference can be made to the policing vision for 2025, which states that British policing will continue to improve and be highly regarded both locally and internationally. Additionally, the police vision 2025 plan refers to the police service accurately training officers to deal with the everchanging technological advances that are being used to commit crime (Association of Police and Crime Commissioners).

In considering what is meant by organisational culture, one could argue that the police were routinely seen as an establishment of male officers, who demonstrated sexism, racism, and homophobic behaviour, all of which made officers stand in solidarity with each other with similar attitudes and beliefs. As stated by Gary Corder (Corder, 2017), the public largely considered police officers *'all the same'* due to their conduct and behaviour however, due to the everchanging developments and transparency adopted by the police service, including the increase in female officers, ethnic minorities and degree holders, it would be difficult to argue that the previous culture exhibited by the police has not ceased to exist. In support of this, statistics show that in March 2021, there was an increase of 0.3% in Black, Asian and ethnic minority officers, as well as 32.4% of UK police officers being female, compared to 31.2% in 2020 (Home Office , March 2022).

Often, organisational culture in policing has led to officers exhibiting poor conduct and has resulted in the public having an unfavourable opinion of the police service. This can be demonstrated by Sarah Charman in 'Police Socialisation, identity and culture becoming blue' (Charman, 2017), where Charman explains that the organisational culture adopted by police forces in the past has caused a significant number of issues when attempting to enact reform and develop officers' academic knowledge and understanding.

To enhance officers' legal knowledge, and to ensure officers can respond appropriately to incidents, a new educational framework has been implemented, to ensure officers are equipped to deal with developing and sophisticated offences. Efforts to develop officer knowledge and provide a better service to the public was addressed in the 2008 independent review by Sir Ronnie Flanagan. Within his review, Flanagan recommended that the police service should move away from active training to educational training, which will develop officer understanding of their role within society and appeal to those who wish to pursue a professional vocation (Flanagan, 2008). This approach was explored by Hallenberg, who stated that there is a benefit in creating investigative police training more academic, as this can improve job motivation, officer mindset and job satisfaction (Scholarly Detectives: Police professionalisation via academic education, 2012).

As stated in 'Understanding organizational culture', whilst organisational culture promotes a sense of community, partnership, and teamwork between officers, it can easily cause members to develop 'cultural assumptions', which in turn can result in negative behaviour in relation gender, diversity, skill, and education (Alvesson, 2013). As stated by Chief Inspector Tony Alogba, the head of positive action for Greater Manchester Police, efforts are being made to recruit ethnic minorities under revised recruitment guidance, regardless of background, gender, sexual orientation, ethnicity, or work experience (Chief Inspector Tony Alogba, Greater Manchester Police, 2020). In turn, these efforts aim to improve police culture and to ensure the public view the police service as diverse and inclusive.

In response to the rapid change in organisational culture, the additional pressure of academic assignments and the mandatory requirement to have transferable skills, the number of officers who are leaving the service has unfortunately increased. This can be demonstrated through home office statistics, whereby in 2022, it was estimated that 3,433 officers voluntarily resigned, in comparison to the 2,996 resignations received in 2021. Additionally, there were 2,458 fulltime officers on long term sickness leave, an increase of 493 officers compared with 2021 (Home Office, March 2022). Concerningly, the police federation estimate that 1,800 officers who resigned in 2022 had joined under the government uplift scheme, citing poor pay, lack of support and high levels of unnecessary stress as their justification (Police Federation of England and Wales, 2021).

Due to the police service wishing to adopt an approachable and transparent approach, as well as increase officer response times, many forces encourage their officers to attend incidents single crewed, which places officers in danger and at risk of harm. As reported by the police federation, 82% of police officers reported they had suffered poor mental health and feelings of stress and anxiousness and 88% stated that they did not feel safe due to the dangerously low number of officers, increased workloads and due to attending incidents alone (The Police Federation, 2023).

When understanding how the changes have impacted on serving police officers, Dr Charman (Institute of Criminal Justice at The University of Portsmouth) stated that officers found the enhanced changes in the organisation overwhelming. These changes, coupled with the high demand and elevated amount of responsibility adopted by each officer, mean many new officers did not feel comfortable in pursuing a policing vocation. Due to the amount of scrutiny the police service received from both the media

and the public, as well as from senior officers, many officers do not feel like they have a voice or autonomy in their organisational role (Portsmouth, 2021)

Whilst it can be acknowledged that professionalisation of the police service encourages a higher level of education amongst recruitment candidates and an improved level of submitted work, pursuing such vigorous and relentless changes in the police force, to appear transparent and diverse to the public, has most definitely resulted in officers feeling overwhelmed and underappreciated. With continuous targets being implemented by agencies such as HMICFRS and the public monitoring every action taken by the service, the changes implemented has failed consider the wellbeing and resilience of officers, who are at the heart of the service.

Word count: 1,100

Essay two:
Response policing – evaluate the impact of public perception on response policing. Your answer must be based on academic research, but you may make reference to relevant case studies.

Word limit: 1000 words.

The police Service of England and Wales is built on the fundamental principles of Sir Robert Peel, who founded the Metropolitan Police in the year 1829, who outlined that as a publicly funded service, we police by consent and must be held accountable (Higgins, February 2020). As stated in the police code of ethics, *'the police are the public and the public are the police'*, which clearly illustrates the importance of cooperation between the public and the police (College of Policing , July 2014).

According to The College of Policing, frontline police response officers play a vital role in the *'prevention and detection of crime'* in the UK and make decisions that maintain the highest organisational standards to ensure the public uphold the law and the best outcomes are achieved (The College of Policing, n.d.). Further, it is imperative that the public have confidence in the police to fulfil this role, as there is a clear link between the public perception of the police, and the success of the service provided.

Whilst the public may enjoy accessing information about the police service online, the media play a large role in how the public form their opinion. Over recent years, the media has played a significant role in the delivery of information to the wider public, which in turn, effects how the public perceive the police service. As stated by Lawrence, the media can sustain the legitimacy of the police service, however, can just as easily subject the police to critical scrutiny that directly effects police legitimacy (Chermak, McGarell, & Gruenewald, 2006).

In considering what role the media can play in developing the publics perception of the police service, reference can be made to two recent events that caused a negative effect in the way the public views the recruitment and vetting process of UK police forces. Firstly, the public were outraged at the case of Sarah Everard, who was killed by a serving police constable in 2021. Following on from the news that a service police constable had used his police identification card to approach Everard, multiple media platforms publicised how vetting and recruitment processes were insufficient and placed the public at risk. In one article, written by the Guardian, reference was made to 80 police officers in 22 UK forces facing disciplinary proceedings for inappropriate sexual relationships or sexual contact with victims, witnesses, or suspects since 2018 (Norris, 2023).

Secondly, reference can be made to the case of David Carrick, who admitted to 49 charges relating to 12 separate victims, all of which related to sexual offences. As stated by Solicitor General Michael Tomlinson KC MP, the offences committed by Carrick include the *'aggravating factor that David Carrick was a serving police officer and the impact of his horrendous crimes on public confidence in policing, particularly in relation to cases of rape and sexual violence'* (Solicitor General, 2023). Noticeably, offences committed by police officers have an inherent effect on public perception which in turn, effects the trust and confidence the public have in the ability of police officers to provide them with support, guidance, advice, and safeguarding.

Additionally, the failure of police forces to adopt a stringent vetting and recruitment model result in females and vulnerable victims having little faith in the police service to offer them support. Further, victims of serious sexual offences can see that the CPS charging rate has decreased to only 70%, which is a 6% decrease in charging decisions in comparison to March 2018 (Office for national statistics , 2021), which effects the confidence in victims to report crime to the police, as an outcome appears unlikely.

Reference should also be made to those members of the public who have a negative view of the police service due to having previous involvement with police officers. According to HMICFRS, those who have been subjected to stop and search, were likely to provide a negative view of the police service. Of those who spoke negatively of the police service, only 51% considered police officers act with integrity and only 54% of people believing that their local police force treats people fairly and with respect (Her Majesty's Inspectorate of Constabulary (HMIC), 2016). The contentious issue of stop and search and police powers came to light during the Black Lives Matter movement, which outlined several issues in policing across the country and amplified the dissatisfaction in policing amongst the public, resulting in large scale riots and protests.

To improve and develop public relations, we can now see senior police officers commenting on diversity and inclusion within policing. As stated by Assistance Commissioner Neil Basau OPM, incidents such as George Floyd and the Windrush scandal only amplify that the police have not done enough to promote and protect racial equality and to ensure the police truly do represent the public (Assistant Commissioner Neil Basau QPM, 2021). Further, head of positive action for Greater Manchester Police, Chief Inspector Tony Alogba, stated *'that incidents such as George Floyd and Black lives matter only act as a reminder that an improvement in equality and fairness is required'* (Chief Inspector Tony Alogba, Greater Manchester Police , 2020).

In contrast, it is important to note that when the public criticise the government for lack of police resources and support provided, positive change can occur. According to HMICFRS, 31% of the public have stated that police presence has decreased, with 86% believing that having a regular uniformed presence is important in the community (Her Majesty's Inspectorate of Constabulary (HMIC), 2016). As a result of the negative opinion of the police, and to tackle the rise of criminal activity, the UK government announced in 2019 that 20,000 new police officers would be recruited before March 2023, providing an initial £750 million to kickstart recruitment (Home office , 2019). This drive-in recruitment exhibits the power of public perception, with the government hoping to increase public satisfaction by recruiting additional police officers to reduce crime and manage public expectation.

According to the IOPC, an increased police presence within communities would help raise public confidence in the police. Additionally, according to the IPOC, the public were keen to see the police tackle racism, sexism, and bias within the police service, with members of the public wishing for the service to improve their transparency, recruitment procedures and vetting.

To conclude, public perception can have a direct effect on the way police forces recruit, vet police candidates and support communities. Whilst the media can drive the negative perception of the police service, which in turn causes poor mental health and

wellbeing amongst police officers, the public and their desire to have a more inclusive and developed police service, can lead to the government providing better funding to the service, as well as offering additional support to ensure enhanced operational capabilities.

Word count – 1,093

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

Word limit: 1000 words.

As stated by the Home Office, serious and organised crime includes individuals '*planning, coordinating, and committing serious offences*', usually as part of a large group through an illegal network of communication and transaction. When considering the effect that serious and organised crime has on the UK, the Home Office estimates that the network of illegality costs the UK approximately £37 billion annually, which is a £13 billion increase since 2013 (Secretary of State for the Home Department, November 2018).

According to the Crown Prosecution Service, it was estimated that there were approximately 36,000 organised criminals and 5,300 organised crime gangs in the UK in 2013. In 2021, the National Crime Agency (NCA) estimated that there were approximately 69,281 individuals engaged in serious and organised crime, indicating a clear increase in the number of organised criminals operating in the UK (The National Crime Agency, 2021). When considering what constitutes organised crime, reference can be made to several criminal offences, to include drug and firearms trafficking, human trafficking, money laundering, cybercrime, and serious child sexual exploitation (Crown Prosecution Service , n.d.)

To combat serious and organised crime, the introduction of the Serious and Organised Crime and Police Act 2005 (Serious Organised Crime and Police Act , 2005) was welcomed, as it created a statutory framework to investigate and dismantle organised crime gangs across the UK. Taking primacy over the investigation into serious and organised crime in modern day policing is the National Crime Agency, who '*lead the UK's response, locally, regionally, and nationally, to reduce the impact of serious and organised crime on the UK and our communities*' (National Crime Agency, n.d.).

Overall, statistics refer to an increase in demand for serious and organised crime groups, and according to the Home Office, approximately 1.1. million adults consume class A drugs in the UK annually (Secretary of State for the Home Department , November 2018), with county line vulnerable adult referrals received via UK police forces increasing from 11% to 14.5% (The National Crime Agency, 2021), indicating an increase in those who are involved in the supply, transport and sale of illegal substances.

The largest prevention strategy adopted by the UK government in the bid to tackle serious and organised crime was introduced in 2013, whereby the national framework of 'Prevent, Pursue, Protect, Prepare' was introduced by the Home Office. Firstly, agencies must work towards prosecuting and distributing criminal activity, which will aid in the prevention of vulnerable adults and children engaging in serious and organised crime. In working towards pursuing criminals, the government announced that regional organised crime units will be implemented nationally, who will coincide with the National Crime Agency and local police forces in their efforts to tackle serious and organised offending. Further, the government announced that additional educational programmes will be implemented to tackle youth gang violence and serious violent crime, in a bid to end the engagement of young children in organised crime activity.

To advance the support to vulnerable victims, who may be engaged within serious criminal activity or may be the casualty of modern-day slavery, the National Referral Mechanism was introduced to ensure first responders, including the police and local authorities, are able to identify and support vulnerable adults (who consent to the referral) and children. In 2022, 4,818 referrals relating to modern slavery were received by the government, with 28% of those being submitted by government agencies, including the police (Home Office , 2023). In 2012, 1,186 referrals were received through the NRM process, evidencing a considerable rise in the number of vulnerable individuals identified as being at risk of exploitation by organised crime groups (Secretary of State for the Home Department, 2013). Whilst it could be argued that police and other agencies are identifying those who are at risk of exploitation, the number of vulnerable people who are already being exploited is concerningly high, despite a record amount of funding being provided to agencies to assist with resourcing, recruitment, training, and prevention strategies, which indicates that agencies do not have full control of organised crime activity in the UK.

One example of an effective crime prevention strategy to combat serious and organised crime is Operation Venetic, which is a joint approach taken by the National Crime Agency, Police, Border force, HMRC and other agencies, to tackle organised crime. In total, the operation has resulted in £56 million in seized money, 115 firearms seized and 5.8 million tonnes of Class A and Class B drugs (The National Crime Agency, 2021). This joint approach by several UK agencies clearly demonstrates that communication and cooperation is the best strategy to reduce crime and has evidently resulted in positive outcomes. Moving forward, and, to address the increasing number of serious and organised crime groups, the government's primary response to tackling serious and organised crime is to encourage agencies to work together to apprehend offenders and reduce criminal activity (National Audit Office , 2019).

A simple yet effective crime prevention strategy to tackle crime is the increase in funding to agencies who are committed to safeguarding the vulnerable and targeting offenders. According to the National Crime Agency, law enforcement agencies expenditure in 2015/2016 was approximately £2.9 billion, with 61% of all UK spending being spent by police to tackle serious and organised crime. In total, it is estimated that 79% of all enforcement agency spending went into tackling serious and organised crime, to support the 6,993 potential slavery and human trafficking victims identified by the NCA and those who are targeted due to their vulnerabilities (National Audit Office , 2019). In 2019, additional funding was announced by the UK government in the hope to support agencies tackling serious and organised crime, with an additional £424 million provided to the NCA, as well as £123 million to local UK police forces, to tackle the local issue of serious and organised crime.

To conclude, there are multiple crime prevention strategies that are currently being implemented to prevent serious and organised crime. As stated by the Home Office, the UK and the public are vulnerable to the threat posed by serious and organised crime, which in turn, has resulted in the expansion of technology, the investment in services and the implementation of joint agency partnership that works to 'stem' the opportunity for crime to be committed, 'strengthen' enforcement against offenders and 'safeguard' the UK public (HM Government , 2011).

Word count – 1,057

Essay four:
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.

A large proportion of police resources in the UK are allocated to responding to and reducing incident of anti-social behaviour (ASB), with 1.8 million incidents of ASB being reported in 2021 to police. Of these 1.8 million offences, 28% of adults stated that they had witnessed first-hand anti-social behaviour, with 8% of adults being insulted, threatened, or shouted at whilst out in public, indicating that many of us will experience or witness acts of ASB when out in our communities (Office for National Statistics).

Anti-social behaviour is defined under section 2(1a) as '*conduct that has caused, or is likely to cause, harassment, alarm or distress to any person*' (Anti-social Behaviour, Crime and Policing Act, 2014) and can include a range of activities which also cause annoyance or disruption. When considering what is meant by anti-social behaviour, conduct such as noise nuisance, vandalism and verbal abuse are widely recognised as common offences and can now be dealt with effectively through the creation of the above act. Further, local authorities have since begun to implement their own strategies to tackle anti-social behaviour to mitigate the long-lasting negative effect on the wider community.

Mostly, acts of anti-social behaviour take place in residential areas, which cause a direct effect on residents. As stated in the International Review of Victimology, acts of anti-social behaviour are largely considered to be 'low level' offences by many forces and often, the response does not represent the permanent effect anti-social behaviour can cause to victims (Heap, 2020). These effects can range from emotional and psychological distress to financial loss and wider community tension between offender and victim.

As stated by the Independent Commission on Youth Crime and Antisocial Behaviour, 40% of young offenders who are convicted for anti-social behaviour offences are reconvicted within a 12 month period, raising multiple arguments as to why reducing and tackling antisocial behaviour should be a high priority with UK support agencies (Independent Commission on Youth Crime and Antisocial Behaviour, 2010).

Contained within the Antisocial Behaviour, Crime and Policing Act 2014 is the opportunity for persistent victims of ASB to request a review meeting if they are unsatisfied with agency response to incidents of ASB. In requesting a review meeting, the victim should be able to evidence that they are a persistent victim of ASB, and potential harm may be caused if no action is taken. The aim of the scheme is to ensure that persistent victim of ASB can work with partner agencies to implement crime reduction options to reduce crime in their local community (Office, 2020). Whilst the community trigger process allows engagement between a victim and agencies, it is only implemented following incidents of dissatisfaction from victims of ASB, meaning it is usually enacted following failure by agencies to reduce crime in the first place.

Similarly, restorative justice schemes can be effective in reducing reoffending as it provides the offender the opportunity to understand the impact of their behaviour on others and provide restoration to the victim. Restorative justice can include youth offenders receiving a youth conditional caution or a referral order, which is then referred to the youth offending team to implement a positive behavioural contract with the offender. Positively, the Campbell review of the scheme found that victims were often left satisfied with the scheme as it was efficient and cheaper than attending court (College of Policing , 2022).

Another scheme that has been implemented nationally to reduce incidents on antisocial behaviour is the safer school's partnership programme. Created to build a partnership between agencies such as social services, the council, education and the police, the safer schools partnership scheme works to implement early intervention to those who may be susceptible to committing criminal offences by supporting their engagement in social activities and enabling offenders to reflect on their offending behaviour (Burgess, 2006). Whilst it cannot be denied that the safer schools programme may offer most students with an insight into why their behaviour is wrong, it fails to address why youths offend and implement societal changes that supports a permanent transition in behaviour.

In some cases, and despite best efforts, action may be required to address the ASB offending by implementing acceptable behaviour contracts, that aim to prevent issues of ASB escalating. Further, local authorities, as well police, can implement a range of civil injunctions that can impose conditions on those who offend persistently. One example is the implementation of a Community Protection Notice (CPN), which aims *'to stop a person over the age of 16, businesses or organisation committing anti-social behaviour which spoils the community's quality of life'*. In imposing a CPN on an offender, requirements can be imposed to ensure steps are taken to prevent ASB and impose criminal sanctions on those who ignore the order. (Home Office, June 2022). Whilst I would advocate for the implantation of a CPN on those who offend regularly, a community protection warning must first be issue to the offender, meaning a significant amount of time is lost before agencies can prosecute offenders for any breach.

When considering what schemes would be best to implement, evidence-based policing should be at the forefront in the efforts to identify the issue and deal with it appropriately. As per the College of Policing, evidence-based policing can aid agencies identify what is best to reduce crime and should be critically analysed and peer reviewed to ensure any risks or problems are identified and schedules to monitor success can be implemented (College of Policing , n.d.).

When implanting new ASB programmes, the ATLAS (ask, test, learn, adapt and share) model may be adopted, which aims to explore how we as police can do better to rectify the issue, alongside how we can produce the required evidence to implement policies within the local communities. Further, ATLAS works towards identifying the best approach and monitoring said approach once implemented. Finally, and to assist with similar issues on a local and national level, agencies should share positive results with others.

In the effort to identify what option would be most effective, local authorities can view other programmes and schemes that have been successful, to help identify the best

approach when dealing with their own ASB issues. One example of a local scheme is the Persistent Young Offenders Project in Portsmouth, that works towards identifying antisocial behaviour in local communities, and the offender, to provide them with victim awareness sessions and interpersonal skills. (Ross, Duckworth, Smith, Wyness, & Schoon, 2010).

To conclude, whilst ASB has a detrimental effect on the wider community, there are several positive schemes that have reduced crime and have provided positive outcomes to the wider community, as well as demonstrate that offenders can be rehabilitated.

Word count – 1,089

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