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Essay one:

How has the organisational culture in policing changed due to professionalisation, and how can organisational culture affect officers' wellbeing and resilience?

Word limit: 1000 words.

This essay will discuss how organisational culture of the police has changed due to professionalism and how can organisational culture affect officer wellbeing and resilience. Two topics discussed are the creation and implementation of the PEFQ training through the College of Police (COP) and how this has changed organisational culture and the introduction of the TRIMS process for officer mental health and resilience.

The College of Policing (COP) is the governing professional body responsible for the standardisation of police training to ensure officers are trained to a consistent and high standard across the UK. COP stated the Police Education Qualification Framework (PEFQ) was introduced in 2016 to ensure training was standardised across all UK forces (College of policing, 2023). The PEFQ was introduced due to previous inefficient training and practices leading to corruption within forces (Brown, 2011), Prinsloo and Kingshott (2004:55) confirm this stating that to change inefficient or corrupt practices within forces an improvement and respect for rules and regulation needs to take place through a change in organisational culture. The PEFQ was not supported by all with the Chief Constable of Lincolnshire Constabulary, Bill Skelly, stating the PEFQ would not provide the training required to lead to further professionalism and would in turn lead to officers being less active due to the volume of academic work (Kadry & Lambert, 2022). The PEFQ academic study programme training officers to degree level helps increase an evidence-based approach within the organisation. Providing further higher-level training and skill enhancement in research skills, critical thinking, analysis, and evaluation (College of policing, 2023). Simmell-Binning agrees that the introduction of PEFQ changes the way individuals think, seeing situations from different perspectives and critically evaluating from different perspectives; stating that when individuals think differently this is when organisational change will occur (Simmell-Binning and Towers, 2017). The introduction of the PEFQ supports Prinsloo and Kingshotts argument that change is required to address the previous malpractices and College of Policing recognise that a standardized and controlled training programme is required to ensure offices are trained to a high standard to prevent malpractices and inconsistent officer practices. Policing was once considered as a craft in which working men would aspire for a respectable occupation (Brown, 2011). However, in 2023 the role of an officer is a highly skilled multi-faceted role interacting with many partner agencies and professionals (Simmell-Binning and Towers, 2017), many of which are trained to degree level, which was recognised by the College of policing and led to the introduction of the PEFQ. This programme provided the training and development for modern officers to be able to efficiently and professionally deal with situations and professionals in partner agencies (College of policing, 2023). Brown argues that having degree trained officers does provide many positive attributes, such as increased professionalism, however

the evidence is not strong enough to draw definitive conclusions on if the PEQF is responsible for the change in professionalism of organisational culture (Brown, 2011).

Wellbeing and resilience forms a large part of organisational culture for officers due to the nature of the role. The emotional and mental wellbeing of officers has declined with a 35% increase in sick leave between 2010 – 2015 for psychological reasons (Birch, 2017). Police Federation of England and Wales state that 39% of officers in 2017 required support for mental health issues and 69.4% of officers actively looking to leave the force were motivated by the impact of the job on their wellbeing (Police Federation, no date). In April 2019 the National Police Wellbeing Service was launched demonstrating a significant investment into officer welfare. Prior to this there was no Integration or coordination of occupational health. This research in the creation of this service highlighted a cultural stigma around mental health which requires a change in organisational structure and training to remove (Harrison, 2019). There is a cultural deep-rooted stigma associated with the role of an officer of it being a tough job and suffering in silence through fear of being stigmatised due to mental health being common (Police journal, 2022). The Police Federation confirm that there has been positive progress for officer wellbeing to tackle this but state that despite this considerable improvement in the previous years there is still a need for quicker and more consistent mental health and wellbeing support (Police Federation, 2020). This is demonstrated by the Police Federation of England and Wales (2020) highlighting mental health and launching a new campaign called 'Man up, think, man down' (Police Federation, 2020), which demonstrates that not enough has been done surrounding mental health and wellbeing (Police Journal, 2022). To further this support a process called TRiM was introduced. TRiM is a peer led process which individually assesses the officer following a potentially traumatic incident. This initial process takes place in the initial 72 hours with a later review. Support can then be put in place to help manage the officer following the assessment (West Midland Police, no date). Watson and Andrews stated that the TRiM process is received positively in the Police service however there was still a stigma associated with TRiM (Watson & Andrews, 2018) which may still be having a negative effect on the available resources for officers. However, Watson and Andrews state the TRiM process has reduced the sickness rate associated with mental health (Watson, 2018).

In conclusion the PEQF was introduced by the College of Policing in 2016 to address the inefficient training and practices within police forces over the previous years, to in turn address malpractices and increase officer professionalism through academic study. Training officers to see situations from different perspectives and critically evaluating from different perspectives. However, this was faced with opposition from chief constables stating that the time for academic study would result in a reduction of officer presence and availability; and there would not be many benefits of having degree educated officers.

Although the Police Federation state that more is required for officer wellbeing following the introduction of TRiM and the National Police Wellbeing Service and the study by Watson and Andrews confirms that these initiatives are having positive effects on officer wellbeing through the reduction of sickness rates. However, there is still a negative stigma associated with mental health and wellbeing as demonstrated by the Police Federation, though the further campaign of 'Man up, think, man down' and Andrews and Watson who confirm so in their study. However, due to these new initiatives and culture change; wellbeing and mental health is now more widely discussed, and awareness has increased since 2015 when the number of officers with psychological issues was increasing prior to the TRiM process being widely accepted.

Word count: 1097

Essay two:

Community policing – Why are partnership approaches the most effective means of improving community engagement?

Word limit: 1000 words.

The Crime and Disorder Act 1988 legislation formally introduced partnership working between the Police and external agencies (McCarthy, 2014). Community Partnership working is enabling citizens and communities to participate in policing by providing information and assurance to identify and implement solutions (College of policing, 2013). Partnership working is a large area, therefore this writing shall focus on the use of a Multi-Agency Risk Assessment Conference (MARAC) and Problem Orientated Policing (POP).

A MARAC is a meeting of multiple agencies that include health, social services, housing and police. These meetings are created to safeguard victims and support victims with actions being created to achieve this (Safe Lives, 2014). The combined approach of these resources allows for many agencies to be present in the victim strategy discussions and the European Institute for Gender Equality state that the use of MARAC significantly increased victim engagement. An example of this engagement is demonstrated by 4 of 10 victims being abuse free after 12 months after the use of a MARAC (EIGE, 2003-2014). Due to all the agencies being present the Home Office Violent and Youth Crime Prevention Unit (VCYU) and Research and Analysis Unit (RAU) support that partner and inter agency working identifies the risks and vulnerabilities for all agencies scope; allowing for detailed and comprehensive actions to be put in place with a greater chance of success for the victim/community. This benefits the victim/community as it increases confidence, in turn increasing their engagement with Police / agencies due to successful results (VCYU, 2011). The joint approach of the MARAC meeting boosts community trust instilling confidence that multiple agencies are aware of the issues and can provide support and protection (EIGE, 2003-2014). However Safe Lives state that the MARAC meeting may in fact greatly reduce the engagement of victims due to the time passed since the meeting and when the Idva can make contact. Also, when MARAC meetings are completed too soon after the incident pressure is added which results in a lack of engagement and lack of victim voice within MARAC, resulting in poor action plans and engagement (Safe Lives, 2019). This results in the victim losing belief in the system and process, resulting in lower engagement from the victim and community.

The second method which improves community engagement is the use of Problem Orientated Policing (POP). POP has been used within British policing for over 30 years as a proactive approach to identify problems before criminality occurs (College of policing, 2023). Evidence suggests that POP led to a 33.8% reduction in crime and disorder (College of policing, 2023). This reduction in crime and disorder directly influences and impacts/increases public confidence and perceptions, which positively affect/impact public engagement. Due to POP tackling issues the community identify, resolving these issues builds trust and connections with the community. Data has identified that the engagement of the public is directly linked with the confidence the public has with the police and agencies (Myhill, 2010). Therefore, POP increasing the confidence directly improves and contributes to increased community engagement. However, Bullock states that the implementation of POP is halting in England and Wales and that the process is technically difficult to achieve due to the skills needed in the analysis and assessment stages. The involvement of partner agencies is also difficult to secure as police powers are not sufficient to resolve issues alone (Bullock, 2022). Typically, the POP process is undertaken by the Community Policing teams of the relevant force. The successful

delivery of the POP process to build community engagement is heavily reliant on resources. Following budget cuts during 2012 there is reduced capacity to run POP initiatives (Higgins, 2018). This reduction in resources means the process will take longer, may not happen and will be less likely to succeed. This has the opposite effect of improving community engagement and may create a further divide between the police and the public.

In conclusion community engagement is increased through many different channels and methods and partnership approaches alone are not enough for successful community engagement. However, the European Institute for Gender Equality do state that the use of MARAC does increase victim engagement and this multi-agency approach does increase community confidence; which as a result increases the willingness of the community to further engage with agencies. However, Safe Lives argue that the MARAC process can add pressure and result in the victim/community becoming lost in the process which results in lower community engagement. The MARAC process will contribute towards community engagement due to the multi-agency working providing a whole solution action plan for each victim, which in turn will boost their engagement. The POP process delivers a community-based focus to resolving issues within the community with a 33% reduction in crime as stated by the College of Policing. Due to these issues being resolved this builds trust and increases public confidence which will boost community engagement and build bonds with the community, as community engagement is directly linked with public confidence as stated by Myhill. However, the POP process is heavily reliant on resources and since budget cuts this process has seen a decline in use. Also, without the engagement and involvement of partner agencies this process will not be successful as police powers alone are not sufficient to resolve issues. This would then have the opposite effect and would create less engagement between the public and the police. Ultimately community engagement is the result of many different approaches from multiple agencies, however, the MARAC and POP do contribute to the positive engagement of victims and the community which will effectively and positively increase community engagement.

Word count: 928

Essay three:

Evaluate the effectiveness of cognitive interviews as a strategy for obtaining initial accounts from victims and witnesses.

Word limit: 1000 words.

This writing shall evaluate the effectiveness of cognitive strategies as a strategy for obtaining initial accounts from victims and witnesses. This is a broad topic therefore will focus on two areas of cognitive interviews being question types, specifically free recall, and mental reinstatement of context.

An interview format is primarily based around an officer asking the victim or witness a series of questions to ascertain the details of the incident in as much depth as possible. College of Policing outline the process for Police interviews and outline the methodologies to use. There are 4 types of questions being closed, open, free recall and cued recall. Free recall was suggested by evidence to be the most effective at extracting accurate information, however the other question types support this with neither open or closed questions improving the accuracy of information; however this did effect the level of bias (College of policing, 2019). There is an alternative to free recall which is the Self-Administered interview (SAI). This is a booklet completed in the form of a semi structured interview without the presence of an officer. Research has shown that if a Self-Administered interview is completed immediately after witnessing a crime then more correct and accurate details are recorded than using the free recall method during interview (Kraus, 2017). Paterson argues that application of SAI within 24 hours has to occur to achieve accurate and detailed information (Paterson, 2014). However, victims and witnesses who completed the SAI 1 week post incident still recorded higher levels of detail, accuracy and consistency than compared to using free recall (Kraus, 2017). This identifies that the use of free recall, as stated by College of Policing, during an interview may not be the most effective method for information retrieval and that the use of a self-administered interview, as stated by Kraus, is more successful for obtaining accurate and detailed information post incident (Kraus, 2017). This shows that to obtain a higher level of reliable information the standard interview process currently recommended by the College of Policing is not the most effective method as a strategy for obtaining initial witness or victim accounts.

Mental reinstatement of context (MRC) is when the victim or witness mentally reconstructs the environmental and personal context of the incident they have witnessed (Bangs, 2020). MRC combined with free recall questioning can increase the accuracy of information provided compared to a standard interview. 12 studies were completed by College of Policing identifying that MRC can have a positive effect on the accuracy of recalled information with no evidence to suggest any negative effects. However, there is a potential increase in bias (College of policing, 2019). Mental reinstatement of context asks the victim to mentally time travel backwards and forwards in time and this is linked to episodic memory. This memory is reconstructive and is built from links and associations from the incident; recalling a higher level of accurate information (Smith Spark, 2017). However, MRC combined with the Recall Everything strategy led to a further increased recall of accurate information compared to accounts using just the MRC strategy (Milne, 2002). Due to the mental reinstatement of context process being built on memory there can be an increase in confabulation by the witness which can lead to incorrect information being recorded. A way to negate this confabulation is to use the Sketch Mental reinstatement of context strategy which was proven to be superior in its information accuracy with less confabulation returned (Dando, 2009). The Sketch Mental reinstatement of context strategy is when the victim or witness is provided with pens and paper and instructed to draw and sketch a plan of the event they witnessed, and add details to the plan about the event, whilst describing each item and detail to the officer as they draw

it (Dando, 2009). The use of mental reinstatement of context alone is not enough for accurate recalled information as a strategy for cognitive interviews in investigations and as stated by Milne other strategies must also be used in conjunction with mental reinstatement of context such as Recall Everything. However, the strategy of MCR alone is not effective as this leads to increased confabulations and Dando (Dando, 2009) stated that the Sketch mental reinstatement of context strategy mitigates this confabulation and is a more effective strategy obtaining witness and victim accounts during interview.

In conclusion the current strategies recommended by College of Policing do not effectively obtain witness and victim initial accounts during interview in enough detail or accuracy. The use of the free recall, as recommended by college of policing, is effective for obtaining information from victims and witnesses, however the strategy of a Self-Administered interview provides greater results for obtaining these first accounts. This Self-Administered interview strategy returns a higher level of detail and greater accuracy of initial accounts from victims and witnesses. Mental reinstatement of context during interviews is a successful strategy for obtaining these initial accounts and does provide detailed and accurate accounts by placing the victim or witness mentally back at the incident. However, this strategy is linked to episodic memory and confabulation is an issue with this strategy. This can be mitigated by using the Recall Everything strategy alongside mental reinstatement of context however the strategy of Sketch mental reinstatement of context provides the highest level of detail and accuracy of recalled information. Therefore, using the Sketch mental reinstatement of context and Self-administered interview strategies would further develop the effectiveness of cognitive interviews as a strategy for obtaining victim and witness initial accounts.

Word Count: 917

Essay four:

Examine the positive and negative aspects of media attention when dealing with public protection incidents.

Your answer must be based on academic research rather than personal experience.

Word limit: 1000 words.

This essay will examine how positive and negative media attention effects the police when dealing with public protection incidents. Media attention in today's society covers many forms of media from television, radio and social media such as Instagram, Twitter and YouTube. All these media types will influence how the police are viewed and perceived by the public when dealing with incidents.

It is vital the police and public have a working relationship and the media can be a well utilized tool to achieve this. The police service has to maintain and justify their validity and authenticity to the public and maintain their place and structure within public society (Chermak, 2005). The use of media allows the police to work with the public and communicate with them information about investigation updates and provide insight into the actions and the justification for police actions and decisions (College of policing, 2022). The police service role and responsibility has become directed by the public and community who hold them accountable. Therefore it is imperative the police are able to inform and communicate with the community to which they are held accountable and directed by (Chermak, 2005). However, the use of media, and the media being used in so many formats, does mean that there are more avenues for the public to negatively scrutinise and challenge police decisions (College of policing, 2022). Social media is an easily accessible media and enables the police to connect with and engage with the public; allowing important information to be quickly and easily passed to the public (The police federation, 2014). Colbran states that social media allows the police direct communication with the public which has created new initiatives and possibilities for operational policing (Colbran, 2020). This is a positive use of media as it ensures the information reaches a larger audience and due to social media being a two-way interactive channel allows for the public to interact and converse directly with the police. This two-way dialogue allows the police to build better relationships with the public which builds trust between the public and the police providing transparency to the public, another positive aspect for the use of media (The police federation, 2014). A negative aspect of the use of media is the speed of which information is shared. If information is shared incorrectly, with inappropriate detail or the wrong tone is interpreted by the public, then this can have large negative effects for the police/public relationship due to the fast moving and easily sharable possibilities of modern media. HMIC identified 357 instances of inappropriate behaviour by police on social media over a nine-month period. This therefore is a negative for media attention and to prevent this great thought and consideration has to be put into all information passed through media channels (The police federation, 2014). However, due to social media being in the hands of most, through smart phones and accessible technology, important information can be distributed positively in real time, providing transparency, clarity and greater accountability of the police to the public (ACPO, 2013). This can also reach audiences that would be harder to reach in different communities due to the accessibility of such media information and avenues. However, social media platforms and sharing of information can also have a negative effect as this information can damage and disrupt the criminal proceedings and any court trials which can impact an individual's right to a fair trial without prejudice (Colbran, 2020). Media can also be used as a useful tool when critical incidents take place such as disorder or natural disasters, as during this time it can be used to calm the public, decrease tensions and remove any false information being shared in the public domain. Also, during time of public protection such as flooding or natural disaster media can be used to safeguard lives and protect residents by providing up to date safety information (The police federation, 2014). However, sometimes the information shared by users of

social media accounts through these media channels is not accurate or fully encompassing of all the information. This can lead to negativity toward the police, lowering public perception of the police and public confidence decreasing in the police through distorted or biased information (The police federation, 2014). An example of this is the ten second Tik Tok clip of a fifteen-minute incident which is not showing all the information or incident which people then view, critically assess, comment on and share. This then can lead to further divides between the Police and the public.

In conclusion it is evident that the police and the media must have an open channel of communication and Chermak states it is used to communicate police actions and information to the community, with Colbran agreeing stating that this in turn leads to new operational policing initiatives being developed. However, the information shared must be monitored and closely observed as incorrect information with inappropriate details would have a largely negative effect on the police and the public relationship as stated by the College of Policing. However, ACPO state that the sharing of information provides transparency and accountability of the police to the public. Media attention does allow for information to reach a larger audience and community which ordinarily may be difficult to reach states The Police Federation, but Colbran states that this extensive sharing of information can lead the individual's right to a fair trial without prejudice being affected. Overall, media is a positive tool for the police to use when dealing with public protection, however the information, tone and details shared must be closely monitored to ensure there are no negative implications from the information being released and shared, which could damage the relationship between the police and the community.

Word Count: 954

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