Module Code: PLPP
Credit Value: 20
NQF level: 7
Study duration: 12 weeks

Module description:
This module offers a unique opportunity to understand current thinking in management and leadership, criminology and social science; applying this to the complex challenges often encountered in contemporary policing. Police leaders operate in a highly accountable arena, where decisions are scrutinised at various levels within policing internally, by the Government, media and general public. There is growing emphasis on community partnerships and greater public accountability to support policing and instil confidence in the integrity of police services. This module captures the significant issues surrounding police accountability, policing effectiveness and performance, organisational change including sustained pressures on police budgets, and future direction.

This module aims to:
- capture the complex political, legal, financial and operational challenges encountered by a police leader when working collaboratively with local and national government, as well as common stakeholders, including the general public.
- highlight the ongoing organisational changes to police organisation in order to meet the demands of the 21st century, specifically in relation to community partnerships, proactive problem solving, and a greater emphasis on threat, risk and harm to more effectively prioritise resource emphasis the need to successfully utilise partner relationships when addressing offending behaviour and vulnerable members of society and those in mental health crisis
- identify what works within the policing arena.

Learning outcomes
On completion of this module, students will be able to:
- develop a critical understanding of the demands placed on police organisations and police leaders at all levels serving diverse and complex communities
- critically evaluate the challenges often encountered when leading and managing police organisations
- explore the complexities of policing communities and the challenges these pose to police leaders
- critically examine the relationship between the government and police, recognising how accountability and efficiency assurance works (i.e. the role of HMIC, IPCC, Police and Crime Commissioners)
- develop a critical understanding of how contemporary policing is embedded in, and dependent on a complex constellation of inter-agency and cross-sectoral partnerships

Learning and teaching methods
The module will be delivered by reading materials available on the learning platform supported by discussion forums and online lecture-casts. Students will be encouraged to identify and share relevant web-based resources. Self-directed learning will supplement the lecture-casts and discussions, and tutors will provide students with direction on required reading.

Syllabus
- The Origins of British Policing
  - Chart the origins of British policing – inception of the Metropolitan Police Act 1829 and beyond
  - Outline the developments of policing structures and how they have evolved into the contemporary UK model of policing
  - Outline the ‘policing by consent’ concept and how this marks the UK out against other police organisations/structures across the world.
  - This unit will essentially provide a basic level overview of the subject and set the scene for more detailed/advanced discussion within the subsequent units.

- Policing - Accountability, Scrutiny and Standards
  - Outline the formal structures associated with police accountability and the various strands that exist and changes we have seen to these over the years – government, local authorities/PCC, and chief constables. The move into (and away from) the tripartite structure, more centralisation of some services (National Crime Agency) and how this journey is likely to continue under current government policy (Infrastructure Force to deal with Counter Terrorism Armed capability etc).
  - Discuss the various mechanism of ‘holding the police to account’ through legislative means, statutory bodies such as HMIC, IPCC etc. Outline the current HMIC PEEL Inspection methodology and how this assesses forces and outlines comparative performance around key themes
  - Discuss internal accountability processes through code of ethics, professional standards and conduct processes. The role of professional standards departments
  - Highlight the role of the media in the process of police accountability and public scrutiny. Use high interest cases such as Hillsborough will highlight the issues and how a new era of police scrutiny and media/public scrutiny leads to renewed outcomes.

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Syllabus continued

- **Police Leadership, Culture and Change**
  - Discuss the challenges of the contemporary police leader, managing complex change to meet shifting priorities and demands, policing diverse communities, adapting leadership approaches and style to drive performance
  - Outline impact of sustained reduction in police budgets and loss of frontline resource leading forces more towards demand modelled policing, focusing on high harm areas such as public protection, safeguarding, countering terrorism and extremism, and higher end serious and organised crime which impact communities most.
  - Discuss the move away from ‘chasing targets’ and focusing on volume crime to a more threat harm and risk approach. Less focus on conventional areas and volume crime to greater emphasis on those crimes and activities that are considered most harmful to communities
  - Outline internal police culture(s) and how this impacts on policing generally. The drive to change and improve leadership dynamics and profile within the service. Impact of direct entry inspectors and superintendents.
  - Discuss diversity and inclusion issues and how the police service has moved forward in understanding and promoting internal diversity and equality to help instil public and internal confidence. The use of Stephen Lawrence and MacPherson Report to highlight landmark changes in this area.

- **Policing Effectively**
  - Explore the various contemporary approaches to policing. What is considered effective and why.
  - How police resources are being effectively directed within communities
  - How does an effective tasking and coordinating process drive activity, particularly directing increasingly fewer police resources to tackle more complex areas of crime
  - Examine a number of contemporary approaches in UK policing – Evidenced Based Policing for example. How this has been adopted and utilised by forces. Better use of academic research in criminology to better direct policing practices
  - Discuss the ‘Professionalisation of Policing’. Outline the various areas where the police service has advanced its professional standing in a wide range of areas including formal accreditation for key police command and investigatory roles, promotion and advancement and recruitment, and how this growing professionalisation arguably contributes towards a more effective and accountable police service.

- **Policing Collaboratively**
  - Discuss who the key partners and stakeholders of the police service are, how they are identified and managed, and how these relationships are formed and harnessed to be made to be effective.
  - Examine the role of the police in maintaining effective partnerships, and what structures can be used to drive their productivity
  - Outline how partnerships are now becoming an integrated part of contemporary police structures, particularly in terms of public protection, safeguarding, and mental health
  - Highlight partnerships within police structures, particularly those driven by sustained reductions in police force budgets leading to ‘strategic alliances’ and shared services between forces regionally

- **Policing: Present and Future Challenges**
  - In this final unit we can track back to areas of increased public and stakeholder interest and police accountability and how this is likely to evolve and influence future structures of policing.
  - Outline the implications of government policy on policing and how this may shape future models of UK policing, particularly given the increasing focus on countering terrorism and preventing extremism
  - Examine the shifting dynamics in crime profiles. As discussed in earlier units, less focus on conventional (volume) crime types and more on high harm crime and the newer areas of criminal activity such as cyber-crime and the police response to this.
  - Role of the police in protective security and how equipped they are to undertake this function given current and likely future levels of threat, current drive from Prime Minister to establish a national ‘Infrastructure’ police force to increase responsiveness and armed surge capability to CT related incidents
  - The potential impact of changing demands on conventional approaches to policing. Continued austerity and impact on police resource and responsiveness to communities and managing public expectations.

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### Description of unit of assessment | Length/Duration | Submission Date | Weighting
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2 Assessed Discussion Activities | Two weeks | Q1 and Q3 | 20%
Mid-module assignment: Essay | 2,500 words | Mid term | 40%
End of module project: Case study | 2,500 words | End term | 40%