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Y Drindod Dewi Sant
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BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 2 (PCDA)

**(SOUTH WALES POLICE, GWENT POLICE AND
UWTSD)**

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Professional Police Practice 2 (PCDA) BMPP5000D

Workbook Guidance

Please read these notes carefully; they provide essential information.

What is the workbook for?

The purpose of this workbook is to enable learners to demonstrate and provide evidence of how they meet the learning outcomes set by the College of Policing, for the BSc programme. Essentially, you are being asked to outline your experiential learning based upon your theoretical understanding in a range of operational situations.

- **Wellbeing and Resilience**
- **Decision-making and Discretion**
- **Vulnerability and Risk**
- **Public Protection**
- **Maintaining Professional Standards**
- **Leadership and Team-working**
- **Policing the roads**
- **Information and intelligence**
- **Conducting Investigations**

You may wish to use the same incidents as you've outlined in the Occupational Competence Portfolio.

How should the workbook be presented?

Blank electronic copies can be found on Moodle of this workbook. You must submit this document electronically therefore it is important that you save your work regularly and upload the final typed version through Turnitin on Moodle.

Word count policy can be found in chapter 7 of the Academic Quality under section 7.7 (this applies to presenting work above and under the specified word count).

(https://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/academic-office/aqh-chapters/chapters---en/Chapter_07_Assessment-Taught_Programmes_Pages_72-79-UPDATED-05-11-2019.pdf)

Reflective practice is a core aspect for your workbooks and although there is a variety of useful resources on Moodle, there is one particular book, that is specifically based on reflective practice in policing, here is a link to one chapter from Selina Copley's Reflective Practice for Policing Students:

https://moodle.uwtsd.ac.uk/pluginfile.php/298870/mod_resource/content/1/Reflective%20Practice%20for%20Policing%20Students%20-%20Selina%20Copley%20Chapter5.pdf

How is the workbook assessed?

Advice and support about the completion of this workbook will be provided by university staff as part of your initial training day. Your tutor constable and in-force

training staff will not be involved in assessing or marking your workbook after it has been submitted.

Dates of workbook submission will be made available during the initial training day and posted on Moodle.

Once submitted your workbook will be assessed and marked independently.

Confidentiality

It is important that no individual can be identified either directly or indirectly from the information in the workbook. Therefore, you must:

- adhere to guidance in the Student Handbook about unfair practice and plagiarism.
- not identify individuals including witnesses, victims or offenders by name.
- not write information that enables any individual to be identified indirectly through the description you provide. This includes references to names, colleagues, places (including hospitals, schools, town, villages, streets) specific incidents which were high profile and could be identified due to past publicity, other professionals or any other personal information including medical or other conditions.
- take personal responsibility for adhering to confidentiality rules.
- not include any dates of any incidents or anything that specifically identifies an actual incident.

Please be aware that any content that is deemed to be inappropriate, disrespectful, or abusive will not be tolerated. Following review of any content of this nature the information will be shared with the employer of the student responsible.

Should any health and wellbeing concerns be raised because of disclosures made by the student within this workbook, the employer of the student will be informed.

NOTE

Your workbook will be submitted electronically via Turnitin on Moodle. Guidance on this is in the Student Handbook.

Remember that the workbook is YOUR responsibility you must not rely on the assessor or anyone else to pick up any confidentiality breaches as this is your work and you must accept full responsibility for confidentiality. Meeting all the confidentiality requirements is very important.

Dyslexia and other special circumstances

If you have any condition that you feel may affect your ability to deal with any part of the programme, please see the Student Handbook for further guidance. The University has a Student Services Unit that may be able to help but ***it is the learner's individual responsibility to contact them.***

Guidance:

- *Your workbook must contain the items specified in the table below (clearly identified and in the order given);*
- *You should use this particular document to insert your text / answer within each section of this workbook;*
- *You should upload your completed document as a saved pdf file of this workbook; if this is not possible then a Worddoc file is acceptable. Do not send a scanned file from a photocopier, an apple.dot file or a Microsoft publisher file as Turnitin will not be able to assess them, despite you being able to upload them.*

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Task 5	Individual Learning Plan	1500 equivalent
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Task 1

Relevant areas of the National Policing Curriculum: Wellbeing and Resilience

Having achieved Independent Patrol Status, **reflect** on the impact of organisation culture within policing on your wellbeing and resilience (organisation change, retaining personal values in a wider organisational culture).

Consider the risks of conforming to organisational culture.

Illustrate your strategies for maintaining wellbeing and resilience.

1250 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

During this essay I will be considering my time with South Wales Police since achieving independent patrol status and reflecting upon the impact that organisational culture has had on my wellbeing and resilience. I will be referencing my research throughout and utilising Driscoll's Model of Reflection (Copely, 2011 p. 66) as a way of reflection.

Policing can be a truly difficult profession, requiring officers to operate in high intensity environments, often dealing with danger and trauma. Therefore, organisational culture within policing plays a vital role in managing officers' wellbeing and resilience. Organizational culture refers to a set of values, beliefs and behaviours within the workplace, these values often influence how employees cope with stress, interact with others and how they perceive their roles. While a positive culture can often lead to officers being able to manage stress and mental health effectively, poor culture can lead to reduced resilience, stress and ultimately, complete mental burn out (Charman, 2024). With this stress and the need for increased resilience comes the need for coping strategies that officers may utilise in order to deal with the challenges.

I feel I have been lucky during my time with South Wales Police as most of my peers have positive attitudes towards the role, these peers would often offer words of encouragement and a strong sense of camaraderie tends to be quickly adopted both by myself and other newcomers. According to Medeiros (2024) it is believed that group members who suffer often traumatic events together adopt a psychological kinship, a concept called identity fusion, this kinship often leads these group members to develop relationships close to family even if not blood related. I found that during my time in the police force this has been particularly true, leading to friendships that I would not find outside of the force. I believe that I will take this feeling of family into my future service as peers are often able to relate to many difficult situations that they may have found themselves. This has allowed me to build my resilience and manage stress simply by talking about those difficult situations with an effective support system.

Policing culture has a number of elements that can negatively impact an officers wellbeing and resilience such as a stigma surrounding mental health support. Many officers feel that if they were to admit to struggles with stress, depression or anxiety, they could be perceived as weak or incompetent, this has a risk of leading to long term mental health issues like PTSD (Post Traumatic Stress Disorder). The University of Cambridge (2018) conducted a major survey across the United Kingdom which screened police officers for both PTSD and complex PTSD, their findings show that 90% of the officers that took part had been exposed to traumatic experiences and one in five had experienced symptoms during the 4 week lead up to the survey (University of Cambridge, 2018). There are those within the police force who choose to not speak about the difficulties posed by this kind of organisation. These individuals tend to “bottle up the stress”. This attitude of “toughing it out” within forces can lead to poor coping strategies such as drinking, smoking and emotional suppression, believing that the culture within the police demands the norm of toughness and fearlessness in the face of traumatic situations (Hefin-Brand, 2020). This attitude can lead to a working environment where seeking help can often be seen as a sign of weakness, reinforcing the stigma surrounding the support for mental health issues. I have witnessed this situation many times over my short career with many officers feeling they have no choice but to leave the job as they do not feel they have sufficient support within their role.

I also feel that many leadership styles of the hierarchy within policing can have a detrimental impact on officers well-being, many authoritarian styles tend to create work environments whereby officers feel they have little to no control over working conditions. Those individuals with a position of authority often fail to or simply choose not to recognise any importance of mental health and well-being. This can lead to low morale and a low sense of job satisfaction and thus is a breeding ground for a silent culture of emotional suppression. Senior officers need to adopt a sense of empathy and support for officers, a display of genuine concern for officers' mental health I feel, would go a long way in creating a positive environment.

During my time since achieving independent patrol status I have implemented a number of strategies aimed at maintaining my resilience and trying to keep stress levels under control. The main one of these has been confiding in family, making sure to engage in conversation surrounding the traumatic experiences I have encountered, Pitel et al. (2020) conducted a study exploring the effects of disclosure after traumatic events in policing, the researchers found that those officers who discussed their traumatic experiences with others displayed general comfortability with using a number of support sources and a result were more likely to cope with those experiences.

For myself I feel that my age has had a positive effect on how I am able to be more resilient towards a negative policing culture. As I am older than many of my peers, I believe that as a result I am more likely or at least more willing to speak up against things I would deem as negative, often advising younger officers to seek help or simply talk about how they are feeling. The younger generation of officers appear to conform to a negative policing culture easier, I believe this is partly due to wanting to fit in. Many younger officers also feel that they are able to spend longer hours in work, often jumping at the chance of overtime however this can and usually does

contribute to fatigue and physical exhaustion, this makes it more difficult to manage stress and resilience. This could ultimately lead to issues within what should be a long and enjoyable career.

The organisational culture within policing has a large impact on officers' well-being and resilience. From research and my own personal experiences, it would appear that strong support networks, a sense of purpose and structured training can enhance resilience, whereas challenges such as mental health stigma, exposure to trauma and a poor balance between work and personal life can all undermine an officers wellbeing. By adopting a culture that would encourage open conversation and support in effective strategies, policing would be able to create a healthier and more resilient workforce. I for one feel that addressing these issues would ultimately equip officers with the knowledge and ability to handle the high stress traumatic situations therefore benefiting both officers, departments and the communities that they serve. Throughout my career I aim to continue utilising the strategies that seem to work for me, having open conversations and recognising when I am becoming vulnerable to lowered resilience and increased stress.

Word count - 1160

Task 2

Relevant areas of the National Policing Curriculum:

Decision-making and Discretion, Vulnerability and Risk, Public Protection.

You must choose an incident, for example a domestic related incident, and reflect on how you made decisions in complex and unpredictable circumstances using dynamic risk assessment.

Give a brief description of the problem including social and legislative contexts and any relevant cultural, ethnicity and language issues.

Evaluate decisions made during the incident and your use (or otherwise) of the National Decision Model. Explain the rationale behind your decisions and your considerations when recording details of the incident. Consider your ethical approach to the decision. Outline the consequences of your decision making.

1750 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

During this essay I will be reflecting upon an incident that I attended as part of my role of police constable, my colleague and I attended as there had been a report of an ongoing disturbance. The incident in question involved a married couple with a young son also present at the address. Throughout this essay I will be reflecting on my use of the national decision model (NDM) (College of Policing, 2013). I will also be referencing my research and will use Borton's developmental framework as a way of reflection (Copely, 2011).

According to the College of Policing, the national decision model is a decision making process to be used in policing, it can be applied to various situations including spontaneous incidents, planned operations and also outside of a policing situation. When used correctly the NDM ensures that its users have covered all relevant options within a situation and have come to an ethical decision. The national decision model is comprised of six elements. Firstly, the code ethics which can be described as the governing principles of behaviour (College of Policing, 2024). Secondly, the gathering of information and intelligence, during this stage the user determines what is happening and what do I know. Thirdly is Assessment, the assessing of the situation including any risk presented. Next is Powers and policy, this involves the consideration of powers available to a police officer. Then comes Options, this allows the user to identify different ways in which the desired outcome could be achieved. Lastly is Action and review, at this stage the user will take the action that they have decided on and review the decisions taken. I feel that my use of the NDM throughout my time within a policing role has been invaluable, it has given me the tools necessary to navigate difficult situations in a tactful and purposeful way.

Given the information that was provided to us by the control room, the decision was made to attend the incident as a priority. According to Milton (2024) recent studies found that one woman was killed, on average every four days between 2009 – 2018 by a current partner or ex-partner. Because of this the risk is too high for police not to attend and intervene. When we arrived at the incident, we were greeted by a female that had visibly been crying and was clearly upset. I immediately looked to start gathering as much information as possible in line with the first stage of the national decision model, the female was asked if there were any other person in the property to which she stated that her partner and son were present.

I have then asked my colleague to commence background checks on all persons present, I did this to ensure that under the assessment stage of the national decision model, I had sufficient information to assess any threat to myself or others. As a result of the searches, the male was found to have a history of domestic violence against multiple people including his current wife.

We have then separated both parties in order to discuss what had happened without the other party present. My colleague talked to the male while I spoke to the female, it was clear that some form of altercation had taken place, this was evident as the living room of building was in disarray with furniture tipped over and items damaged. The female was reluctant to provide me with any information regarding offences and simply stated they had had an argument, while talking about the incident she became very upset and began crying. According to South Wales police policy, it is necessary that if police are called to a domestic incident, then at the very least, the parties involved are separated for twenty four hours.

As I believed that an altercation had occurred but could not prove it, I decided the couple would be separated. This decision was made as a result of assessing the threat posed to the family by the male, given his violent history. The male was subsequently placed into our marked police vehicle ready to be escorted to a separate confirmed address. Whilst my colleague stayed at the van with the male I decided to re-enter the property in an attempt to provide both the female and her son the opportunity to disclose any details surrounding the incident, with the threat the male presented removed. The female disclosed that during the argument with the male, he had grabbed her hair and pulled her across the room, this had resulted in the furniture being tipped over as previously mentioned. Given this new information, it became evident that the male had committed assault by beating contrary to section 39 of the Criminal Justice Act 1988. Therefore, I returned to the vehicle and arrested the male on suspicion of this offence (Crown Prosecution Service, 2022). I feel that had I not arrested the male it is entirely possible that he could have returned to the address that evening and potentially caused further harm to the family, my decision to do this, influenced with the help of the national decision model, secured the safety of those involved.

Upon my return to the van, the male had gotten agitated and now reluctant to cooperate, I believe this to be as a result of fearing that the female had disclosed information to me that could result in punishment for him. Due to his behaviour, I began thinking of my options and thus placed him into handcuffs, this was my take action stage of the national decision model. I chose not to obtain a statement from the victim at this stage as the males behaviour was escalating, prolonging the time

he was in the van provided him with more time to get frustrated and possibly violent towards myself or my colleague. This decision was made more based off a dynamic risk assessment rather than the national decision model.

After the males detention was authorised, I have returned to the address in the hopes of obtaining a statement from the victim, the victim was clearly still upset and stated that she constantly lives in fear of the male. Even though not directly linked to the national decision model I felt it necessary and ethical to explain proceedings to the victim. I explained that should she choose to provide a statement then the matter may be reviewed in court and that she may be required to attend. She seemed deeply concerned about this, which was expected given her violent history with the male, however, I took the time to explain the proceedings in as much detail as I could in order to make sure she fully understood the process. I explained that we have support available such as special measures. These are measures that can be applied for when attending court to make attending court a less daunting experience for example, screens within the court room, or giving evidence via a video link. I explained these special measures could not be guaranteed as they would have to be authorised by the judge overseeing the case. I felt it was in the interests of the female and the investigation to explain these things as attending court can be a stressful time and it may lead to a lower quality of evidence received from the victim (cps.gov.uk, 2022). I feel that it was necessary to explain these things in line with the victims code. The victims code ensures that providers must give a certain standard of service in order to give victims of crime the correct level of respect, dignity, courtesy and compassion. This enables victims to make the most fully informed decisions possible within the circumstances of what has occurred (Why-me.org, 2020). Doing this provided me with the knowledge that I had done everything in my power to remain ethical throughout the incident.

Upon reflection of the many domestic incidents that I have attended, it has become clear that the national decision model is not set in stone as users of the model are continuously provided with new information, new threats and as a result, different appropriate actions can be utilised and is therefore a useful tool when applied. However, the national decision model is not without its limits, according to Halford (2024) the use of the nation decision model in a strategic response setting is limited, it can sometimes fail to account for a number of variable factors that tend to influence police officer's decision making such as the time they have to react and the limited information they might receive. I tend to agree with this, as I would not have made the decision to arrest the male based of the initial information provided. I feel I performed my role as police constable within this incident to a high standard, I made sure to take on all the available information to me as well as performing tasks to seek further information in order for me to make the most appropriate decision possible. I also managed to remain ethical in both my approach to the decisions I made and my approach to the victim and her family as the well-being of the victims are of key importance when conducting investigations. In my future career I will aim to provide the victims with ample opportunity and time to provide me with any information they wish to give, again giving myself more information. I feel I am comfortable with my use of the national decision model and plan to utilise it for many years to come during my career.

Word count - 1597

Task 3

Relevant areas of the National Policing Curriculum: Maintaining Professional Standards, Leadership and Team-working

Evaluate theories of team dynamics as a means of developing team cohesion (reasons why some teams cannot function, theories and models relating to team dynamics, ways to improve team cohesion).

Consider why inter-personal conflict can occur within a team and outline what strategies can be adopted to enhance individual and team performance.

Consider how team dynamics within the police service can result in failing to comply with professional standards requirements (Code of Ethics, policies, procedures, protocols or legislation).

1750 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

Team dynamics refer to the relationship between members of a team, the dynamics can influence how they communicate, interact and collaborate with one another. Effective team dynamics are crucial for achieving good cohesion with eventually will lead to improved morale and performance, therefore a higher likelihood for success (Braun et al. 2020). However, some teams will fail due to a number of factors like, lack of trust, conflicting goals, poor team communication and weak leadership. A good understanding of team dynamics with the help of recognised theories and models can help organizations vastly improve team cohesion and thus create a more productive working environment. This essay aims to explore why some teams may struggle to function effectively, strategies and theories that can be utilized to improve team cohesion and how certain team dynamics can lead to a failure in professional standards.

Several psychological and management theories explore how team dynamics function and how they can be used to improve team development and thus performance. Although developed some time ago, Tuckman (1965) developed the truckman model which included five stages of group development, the first stage Forming relates to the process of structuring the team, taking into consideration the behaviour, feelings, needs and the necessary leadership needed for an effective team. The second stage, Storming, within this stage conflicts tend to arise as members assert their views, challenge leadership and compete for influence. Thirdly, Norming, at this point the team members will begin to establish “norms”, starting to work cohesively and developing trust between one another. Next is Performing, the team begins to work effectively as a unit with members working effectively toward their goals. And lastly, Adjourning, at this stage the task is complete and members start to become ready to leave. The model has been described as the most widely recognised in organisational literature and is used to help members understand the development process (Bonebright, 2010).

Hackman's framework (Hackman, 2002) developed a model that explains what make a team successful, the framework known as Hackman's 'Five Factors of Team Effectiveness' Model believes that if all aspects of the framework are adhered to then full effectiveness can be achieved. The first factor is 'A real team' meaning that everyone involved can rely on each other and work together. Secondly, A compelling direction, making sure that the team has a clear aim and all members understand and strive towards it. An enabling structure, ensuring a clear structure within the team, resulting in positive productive behaviour and open communication. A supportive context, the organisation must provide the adequate resources and information to support the team. And lastly, expert coaching, if a team member needs help with a task, then they are granted it, this stage will rely on solid leadership and coaching from other members (Bitesize Learning, 2015).

Interpersonal conflict within teams is a common challenge that tends to have a detrimental effect on morale, collaboration and productivity. This conflict can arise when some individuals within a team tend to have differing perspectives or goals. If not properly managed has the potential to escalate and harm cohesion within the team. However, conflict can also provide and opportunity for growth if addressed appropriately. Among the most common causes of interpersonal conflict is poor communication, differing goals, unequal workload distribution, leadership issues and cultural differences (Leung, 2008). Many conflict resolution techniques can be adopted such as addressing issues early, encouraging team members to resolve disputes before escalation. Mediation can also be implemented, whereby if conflict still persists then involvement by a third party can act as a neutral facilitator. An often utilized technique is a compromise, by encouraging a win-win situation rather than continued competition, conflict can eventually become teamwork (Kraczla and Wziatek-Stasko, 2025).

Communication plays a crucial role in the effectiveness of any team. Good communication is not only the ability to relay information effectively to another, but also the ability to listen and correctly understand those sharing the information. Dr. Gordon (2023) states that most conflicts within a team are more often a result of poor communication more so than a disagreement in desire. Enhancing

communication requires the intentional efforts by individuals in active listening, transparency and also inclusivity. By adopting open and respectful communication culture, organisations can improve teamwork, reduce conflicts and thus enhancing productivity.

There are a number of strategies that can be adopted for enhancing Individual and team performance. According to a study by Richardson (2024), five main themes were identified by employee's as either necessary or a hinderance for their workplace performance, firstly is the need for a supportive environment, stating that if an organisation adopts a supportive and encouraging workplace then as a result morale of the workforce will increase and thus employee motivation. Secondly, effective leadership within an organisation, the need for constructive feedback and leadership is claimed to be key however this will need to be balanced with realistic targets or goals. Thirdly, the need for open relationships between manager or supervisor and the employee, it was stated that often employee's would be the last to know of a change in circumstance or situation, therefore leading to mistrust in the organisation's leaders, this would seem to tie in with the fourth, with employee's claiming that situation such as point three would create barriers within a workplace, ultimately leading to reduced morale. Lastly, the need for promotion and incentive's, such as paid rewards for good performance.

The effectiveness of the police service relies heavily on strong team dynamics, collaboration and trust. However, dysfunctional team dynamics can often lead to a failure to comply with professional standards, resulting in a negative impact on effectiveness and public trust. Leadership plays a role within a dysfunctional team, as weak or ineffective leadership can create an environment whereby unethical behaviour can go un-contested, this can be a result of a laissez-faire style leadership, as the supervisor can fail to monitor or guide officers, this can ultimately lead to misconduct becoming somewhat normalised. During a study, Veronique & Vandenberghe (2021) found that the laissez-faire leadership style to be the most likely negative predictor of job satisfaction however one of the most popular styles in modern organisations.

Another hurdle in the fight with non-compliance is Groupthink, according to Ricciuti (2014), groupthink is a psychological phenomenon that occurs within a group of decision makers, it is described as the prioritisation of consensus over the better decision. Groupthink can lead to environments where innovative thinking can be put aside and result in decisions that do not properly address the issue. In order to mitigate groupthink, it is necessary to encourage differing perspectives and promote critical, structured decision making such as the national decision model (College of Policing, 2013).

Police teams can often develop subcultures which will often either reinforce or go against professional standards, the 'Blue code of silence' is an unwritten rule among some officers which will discourage the reporting of misconduct, errors or crimes by other officers. It is often reinforced by peer pressure and has been indicated to contribute to corruption (Torres & Curiel, 2023). This issue can not only affect the dynamic of a team but within the context of the public, it can have damning effects on community cooperation and trust in the police. This code of silence can also be

a barrier into external organisations such as the Independent Office Police Conduct (2023) being able to hold officers accountable for their unethical behaviour.

The above mentioned subcultures can often lead to a toxic work environment for those who wish to adhere to the standards that the police service demands such as the code of ethics (College of Policing, 2024) and certain policies. For those who feel isolated from the culture, they can feel they are lacking in positive interpersonal relations, personal growth and acceptance by their peers. The absence of these can lead to burn out and enhanced stress levels. Employee's will struggle to sustain such conditions and if continued will ultimately lead to the individual becoming so desperate for acceptance that they feel they have no choice but to join those in malpractice. Ways of mitigating this toxic work culture must be implemented to ensure this does not happen, such as anonymous reporting mechanisms for issues of misconduct, the implementation of ethical leadership training that encourages accountability on all levels. These factors mentioned will seek to provide all members of the police service with the ability to root out corruption and malpractice at its core.

Understanding and managing team dynamics has become essential in order to build strong, productive teams. Theories such as Tuckman's stages of Group Development and Hackman's framework highlight factors necessary to influence team performance. By addressing barriers such as poor communication, lack of trust and unclear goals, teams are able to enhance both cohesion and effectiveness. Strategies such as adopting open communication, recognising achievements and promoting trust highly contribute to an ultimately positive culture within a team. Organisations that readily invest in understanding and improving the team dynamics can create high-performing, resilient teams that will subsequently achieve long term success. Furthermore, the police service operates in a high stress environment where team dynamics influence compliance with professional standards, Poor leadership, Groupthink and toxic subcultures can all too easily lead to unethical behaviour. Addressing these issues through strong leadership, training and transparent communication can lead to officers and supervisors upholding professional standards, by fostering positive team dynamics, the police service are able to maintain public trust and perform their duties with integrity and professionalism.

Word Count - 1580

Task 4

Relevant areas of the National Policing Curriculum:

Policing the roads, information and intelligence and conducting investigations.

Explain how information and intelligence can be used in the disruption of the more prevalent criminal activity (e.g. drug smuggling, human trafficking, child sexual exploitation, counterfeit goods, organised crime groups and 'county lines') by effective policing of the roads.

Outline how ANPR can be used as investigative resource when disrupting criminal activity.

1750 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

The effective policing of the roads plays a crucial part in the disruption of many prevalent forms of criminal activities such as drug smuggling, human trafficking, child sexual exploitation, organised crime, as well as county lines operations. Criminals rely heavily on road networks for transportation, communication and logistical support, this makes the roads a key target for police interventions. Intelligence-led-policing (ILP) can be described in the UK as a term used to describe an approach to the reduction of crime using analysed information rather than reactive investigations (Hughes & Blockley, 2023). Intelligence-led policing can provide police organisations with the necessary tools and information to track, intercept and eventually dismantle many criminal activities. This essay will look to explore how information and intelligence is used to disrupt criminal operations, particularly through roads policing, the challenges that police may face when using intelligence -led policing and the effectiveness of the strategies utilised.

According to Cope (2004) crime analysis is a process used in order to identify any patterns between crime data and therefore provide a better understanding of where to prioritize police resources. Cope also outlines the five stages of that are essential to intelligence-led policing, firstly acquisition, the capturing of information. Secondly, analysing, this converts the information into actionable intelligence by way of deciphering patterns. Thirdly, review, this the prioritisation of intelligence in order to decide what can be acted on first. Then comes the action stage whereby the prioritised intelligence will be acting upon. Lastly, evaluation, the analysis of the action.

Intelligence is at the very core of what is known as proactive policing, proactive policing allows both police officers and police forces to decide their actions based on data analysis and insights rather than a reactive response. Essentially aiming to stop the crime before it has happened. Intelligence-led policing uses the gathering and analysing of information as an approach to crime prevention, the information

can be gathered by a number of different means such as surveillance, the police national database, agency collaboration, community informants and confidential informants, the use of traffic cameras and one of particular importance is the use of automatic number plate recognition (ANPR). By utilising these sources, it is possible to improve decision making and target those most prevalent offenders.

Information and intelligence play a crucial role in disrupting drug distribution by improving international cooperation and information sharing between policing organisations this has become vital for maximising intervention efforts, effective use of intelligence sharing can disrupt criminal organisations by limiting their product and infrastructure (Ovsianiuk and Ustymenko, 2024). Drug smuggling and County line operations depend heavily on the use of road transport to move illegal substances between locations. These activities often involve criminal gangs aiming to exploit vulnerable individuals, often young people, to transport drugs around a certain area. With the use of information and intelligence it is possible to disrupt these by identifying common routes used by gangs and therefore more common patrols can be implemented. Intelligence-led stop and search operations can be used against individuals believed to be possession of illegal items, this also provides a means of gaining further information by questioning the subject and analysing any devices that may be suspected to contain information in the prevention of crime.

Human trafficking is described as the harbouring and exploitation of humans for a monetary or benefit to another, or the stealing of freedom for profit (Keskin et al, 2021). According to Keskin, research has been conducted in 2011 that analysed a phone number used to create sex adverts on many websites, as a result of this information they were able to track the number and identify regular areas in which adverts were being created, from this intelligence it was deduced that offenders could have been moving their victims to locations where demand was higher. In order to combat human trafficking and often modern slavery, roads policing is vital as traffickers regularly use road networks to transport their victims across vast regions and national borders. In order to avoid detection at border crossings, victims are often hidden within vehicles or coerced into travelling under false details. Road policing becomes important in order to monitor those vehicles that are regularly using the routes known to be used by offenders, with the use of intelligence, road policing units are able to coordinate vehicle stops as a means of preventing crime. During these stops it is possible to verify identities of passengers and also observe and recognise signs of distress within those passengers. Massey and Rankin (2020) states that pro active investigations that are better based mostly off intelligence tend to be better planned and more structured, in a case off human trafficking it is possible for intelligence-led, proactive investigations to allow police to survey the area believed to be a base for criminal activity and identify offenders and victims, this can be done without the time limits or constraints that many re active investigations come with.

Child sexual exploitation has become one of the worlds biggest priorities in recent years, it will often happen both online and offline, however with it being online this will present a number of problems for law enforcement. According to Rajamaki et al (2022), law enforcement agencies will need to employ a host of new tactics to combat this threat. One of the tactics employed is known as open source intelligence (OSINT), digital OSINT can be described as intelligence that is obtainable through

overt means. When this is applied to a situation of child sexual exploitation it involves analysing the offenders public profiles, social media posts etc (Unver, 2025). Using the intelligence gathered by digital OSINT, roads policing units across the country can target those offenders and therefore track the movements of those individuals, potentially leading to possible victims along with other offenders. Using the police national database information will also provide roads policing units with a means of tracking the vehicles of those with previous child sexual offences on their record. Roads police are also able to act on reports of minors travelling with unknown adults in vehicles and potential kidnap victims, this will come down to ensuring that roads police and child protection units have good information sharing strategies and have good collaboration.

With roads policing being effective in many ways, it is not without its challenges. The ever changing tactics used by criminals pose problems that will constantly need to be overcome. Criminals will use tactics such as changing the licence plates on vehicles, this is known as 'vehicle cloning', this can result in stolen vehicles going undetected or vehicle owners receive fines or penalties for offences they did not commit. According to CarWow (2024) the DVLA reported that in 2023, the number of drivers reporting fines or penalties that they would not accept rose to total of 9,850 cases. Issues can also be encountered when performing information gathering and surveillance as there is a need to ensure there is compliance with the laws and rights of an individual (Lowe, 2014), namely Article 8 of the Human rights act which is an individual's right to respect for their private and family life (Equality and Human Rights Commission, 2021).

The role of automatic number plate recognition (ANPR) has become a vital resource for police as it allows for the tracking identification and ultimately the disruption of criminal enterprise. By capturing and thus processing a vehicle's registration, ANPR can allow officers to view real-time intelligence on vehicle movements and history. ANPR can be used to identify stolen vehicles, detect those vehicles linked with both offences and offenders. It also allows for alerts to be passed to roads policing units when a vehicle passes a camera. According to gov.uk (2025) there are currently over 18,000 ANPR cameras across the UK, these cameras are believed to submit over 90 million ANPR 'reads' every day. ANPR is particularly useful in a court situation as it can provide essential evidence for the location of vehicles, by placing them around the crime scene or indeed no where near it, as well as providing a reconstruction of timelines or movements of a suspect prior to or after an offence. ANPR is an extremely effective tool, by utilising real-time alerts and historical data, ANPR can only strengthen the fight against serious crime. Continued investment in technology within this field and data sharing between agencies will further improve its potential in maintaining public safety and the fight against criminals.

In 2022, Greater Manchester Police initiated an operation named Operation Vulcan. Operation Vulcan was implemented to combat counterfeit goods and other organised crime in two areas of Manchester, it was the culmination of 65 different agencies all aiming for the same goal. To begin, the agencies began to share a wealth of information and intelligence which proved vital in identifying potential offenders and locations of interest. The results of this speak for themselves with vehicle crime being decreased by 68% and violent crime decreased by 52%. Intelligence provided 206 premises linked to the sale of counterfeit goods and by

the end of the operation there were 0 remaining. Roads policing no doubt had a crucial part to play in identifying offenders and premises by the movement and tracking of vehicles (College of Policing, 2024)

Information and intelligence is crucial in disrupting criminal activities and potential crime through effective policing of the roads. Intelligence-led strategies enable law enforcement to target some of the most serious crime around the UK including smuggling, trafficking, Child Sexual Exploitation and other forms of organised crime. By utilising intelligence from surveillance, the community and other agencies, road policing becomes a powerful weapon in the police organisation's arsenal. However, the need to overcome the challenges of new in criminal tactics and legal constraints must be addressed to ensure the effectiveness of intelligence-led policing. With the continued advancements in technology infused with innovative approaches, the roads policing unit is sure to remain an essential tool in the fight against serious and organised crime.

Word count - 1656

Task 5

Individual Learning Plan

The second learning outcome identified in the accompanying module descriptor (BMPP 5000D) asks that you create an individual learning plan to meet your identified needs through reflection upon your continuing practice. This shows confidence in your ability to manage your own learning in response to evolving circumstances in the workplace.

This task differs from the PDPs that you have completed in your previous workbooks in that this learning plan allows you to assess what level you believe you are in key knowledge, skills and experience against where you believe you (and the force) consider you should be – now and in the coming 6 to 12 months of your placement. This should then be used to target future development need.

1500 words equivalent. Please note that this is not the actual number of words used in completing the table, the count reflects the thought and research behind it.

It will count towards the overall equivalent word count of 8000 words expected from this module.

ANSWER:

Knowledge, Skills and Experience Assessment

	REQUIRED			RATING			DEVELOPMENT NEED
KNOWLEDGE	Low 1-4	Med 5-7	High 8-10 8	Low 1-4	Med 5-7 6	High 8-10	I believe that the police in general demand a high level of knowledge and even though I feel I am on track to gaining that knowledge, there is still far more to learn. Given the nature of policing, there will always be new learning opportunities to gain. Further revision and effort are always necessary.
SKILLS	Low 1-4	Med 5-7 7	High 8-10	Low 1-4	Med 5-7 7	High 8-10	Within the police there are always ways and mean to progress one's skills. I feel I am developing my skills well and believe them to be

							on track with what the force is expecting.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10 8	Low 1-4	Med 5-7 7	High 8-10	Giving the extensive variety of policing there a multitude of experiences to be had, however experiences are mostly governed by the area we work in. As a result, certain experiences may present themselves to me and not to another. I believe further experience will come with continued service.

Bibliography

The bibliography should only include sources referenced within the workbook using the Harvard referencing system. Information about referencing in written assignments and how to avoid plagiarism can be found on Moodle. It is important that you are aware of the importance of ensuring that the work submitted is your original work.

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