

## Task 1

Organisational culture is defined as company values and how these influence the behaviour of its employees. The culture created within Policing will have a direct impact on trust with communities and their confidence within the police. As a police officer I am responsible for acting in accordance with policing standards and policies and always making impartial decisions regardless of my own personal beliefs on a situation. We should “promote an organisational culture that encourages the public to participate in neighbourhood policing.” (College of Policing, 2021) Neighbourhood policing uses information and guidance based on evidence to help police better understand communities and how to support them. The police have an even wider set of beliefs, habits and assumptions that are shared within the work force which could potentially have a negative impact on decision making as majority of decisions are based on your used of knowledge and own discretion. (Grieve, Harfield, MacVean 2022) Poor organisational culture can cause lack of employee engagement, lack of flexibility, poor communication and high employee turnover. Police culture is often thought to be a very masculine and powering community and since having independent Patrol Status I am expected to make my own decisions and need to be able to justify them, this applies a significant amount of pressure and at times has left me feeling very stressed as I am responsible for making decisions in high profile cases. Officers are always held accountable for any decisions made; the pressure that results from this accountability can make it even more difficult to react to stressful situations. (Verhage, A., Noppe, J., Feys, 2018) I sometimes fear asking for help as don't want to be deemed as incapable or unfit for the role. We are introduced to training that promotes behaviours of strength, courage and control as the ideal officer characteristics. “Loyalty and commitment to the organization, especially to other officers, is effectively instilled through training and assimilation into the policing culture.” (Burns & Buchanan, 2021) This can impact your wellbeing and leave you questioning your own views on a scenario as you are conscious as to whether you are fitting into the “expected” organisational culture and want to ensure you are making a decision that will be accepted within your policing team. I work within a team of very independent strong characters and at times being swamped with work but unsure who to ask or help has been a mental struggle for myself. “According to Sherwood and colleagues [23] in the UK, research has

suggested that as many as 90% of police personnel have experienced stress and poor mental health at work.” (Burns & Buchanan, 2021) The role of Police Officer poses a challenging role with many stresses and traumatic events as part of the everyday role and it vital to ensure my own wellbeing is a priority. With positive resilience and wellbeing, it allows me to better perform in my role. Studies have shown that the Police need to consider stress reactivity and the need for debriefing after critical incidents as well as increased training for stress management and coping strategies. (Gregory S., Anderson, Robin, Litzenberger, Darryl, Plecas, 2002)

Conforming is defined as complying with rules, standards or laws and can become a risk if people within the workplace start to change their actions, attitudes or believes to fit in and be accepted by a social group. A risk of conforming to organisational culture could lead to standards sliding if individuals are adapting their behaviours and values to fit in. Within the workplace “conformity makes you lose out on the positives of having a diverse team. When your employees are afraid to speak up, mistakes and poor decisions can be made, which can cost you time, money, and effort.” (Levine, 2021) With less diversity within the police force it may result in poorer decisions being made as individuals are sharing less skill sets, perspectives, and experiences. Conforming to organisational culture can pose many risks such as poor productivity and performance, lack of organisational agility, poor work environment. Conforming can mean a lack of development and growth for both individuals and the team. Employees are often not interested in change and not vary adaptable to new ideas and transformations. (Walk me Team, 2021) One major risk is individuals being worried to speak up when necessary due to organisational culture. Evidence from a survey on police officers revealed that officers are relatively unwilling to report unethical behaviour by colleagues unless there is some sort of acquisitive motive or outcome predicted. ( Some people are worried to say what they believe is right as don’t want to tarnish their name within the team or come across as not a team player. It is vital to stand up rather than be silenced to show courage to share your ideas and help with team development. With the ever-changing culture we live in we should encourage individuals within organisations to share new ideas and learn from others initiative, rather than confirming to organisation culture to fit in.

I use many techniques to help maintain my wellbeing and resilience whilst at work. One key strategy is sport, I allow myself time in my weekly schedule to play golf and completely switch off from work, this stops me from going home and overthinking work. Research regarding sport and mental health supports this strategy. "Exercise causes your body to release endorphins, the chemicals in your brain that relieve pain and stress. It also reduces the levels of stress hormones, cortisol and adrenaline. Studies have shown that 20 to 30 minutes of exercise each day can make people feel calmer. This calmness continues several hours after exercise." (Brenan, 2021) I am also manager for my local football team which helps me to have time away from work and do something I thoroughly enjoy. Another key strategy for me is being connected with others, I have positive loving relationships with both family and friends which gives me support to build resilience when I have had a tough day at work. Studies by Hellenic Psychological Society shows positive relationships are widely considered to be one of the pillars of well-being. Their boosting effect on emotional and physical health has repeatedly been documented by experimental and longitudinal studies. (Mertika, A., Mitskidou, P., & Stalikas, A, 2020) I have strong bonds with the football team I coach for allowing me to be open and honest with them if I am struggling with something in work, they can offer guidance and suggestions therefore building resilience. One struggle I have faced is shift work and juggling a sleeping pattern. I have created a routine where it allows me to get plenty of sleep to maintain my wellbeing and stop myself from becoming run down and tired. "The blue light emitted by your cell phone screen restrains the production of melatonin, the hormone that controls your sleep-wake cycle." (Cleveland Clinic, 2022) So I now try to avoid going on my phone just before bed and instead take time to read a book quietly to wind down before sleeping, I have seen significant improvements in being able to get to sleep quicker and get up the next day. I have found that creating a schedule, giving my week structure and setting time aside for myself has helped me achieve a positive wellbeing and gain a strong work like balance which has allowed me to stay resilient.

**Word count: 1228**

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## Task 2

In the below I will discuss a domestic violence case I dealt with whilst on duty and explain the decisions I made during this scenario, along with the reasoning behind those decisions. I will advise how the code of ethics was at the core of my choices and how it binds the National Decision Model together to ensure I am always acting in line with the key principles.

We received a call from a neighbour that the couple that live next door were shouting and screaming and they could hear a lot of banging coming from the house. On arrival at the scene, it was evident that the couple had been drinking and I could hear children upstairs in their bedrooms crying. The female was very distressed, and she had injuries to her face which needed hospitalisation. She advised that her and her boyfriend had been arguing which resulted in him physically abusing her. The marks on the female and her story added together and because of this we had to arrest the male for Actual Bodily Harm (ABH). The female advised she will not attend the hospital unless her two children were taken away from the male as she made allegations that they are not safe to be left with their father/her boyfriend. The couple were from Poland and had no other family or friends living locally that we could send the children to, therefore we needed to ring social services to get the children into care as they had no one else to call on. Social Services arranged to come and collect the children, the male was arrested, and female was able to attend hospital to seek medical attention.

As always during this incident I used the Code of Ethics and the National Decision Model to help tackle the difficult situation. I also used the Ten Key principles to help take a positive approach to risk. "The ten principles convey strong and consistent messages about the nature and consequences of risk taking and should provide reassurance to the public and the police service." (College of Policing, 2022) Police decisions are often based on discretion however all must be justified to ensure the law isn't violated, therefore NDM provides a great framework for officers to follow. (Study.com, 2022) Firstly, I gathered information and intelligence on arrival at the scene. We separated the couple and got information from both about what had happened. We reviewed what information was available to us and we also contacted the neighbours to see if they had any accounts of what had happened, if they heard anything, previous information on the couple etc.

Neighbours advised she had previously mentioned to them that she was scared to call the Police on him as she wasn't sure what he would do to her if he found out, they also mentioned it was a frequent thing for the boyfriend to be out in the garden shouting at the female. By reaching out to neighbours it is likely to gain public confidence as they can see we are actively acting on the call they made to the Police. By us maintaining public order the neighbourhood are more inclined to act in line with the law and as a result reduced criminal activity. (Walden University, 2022) I believe we made the correct decision based on knowledge gained from local neighbours, the female's story and the marks on her face and body were all in line which made it necessary for the arrest. We then had to assess threat and risk and developing a working strategy for this scenario. We checked if any weapons were present in the room that could make matters worse for anyone involved when talking to him. We assessed the females' injuries and identified there was a high risk of him causing further injury to her if not arrested. She mentioned her boyfriend was often rough with children and she has noticed marks on the kids when in his company. We responded effectively and developed a strategy for all individuals involved to ensure the safest outcome. One of the key principles is "Maintaining or achieving the safety, security and wellbeing of individuals and communities is a primary consideration in risk decision making." (College of Policing, 2022) We weighed up the safety of the children, the partner and as public protection is our key priority it justified the actions we took. We assessed the scenario and then considered the powers we had which in this incident was the Power to arrest the boyfriend due to ABH. The Police have powers under Section 46 of the Children Act 1989 to protect children. This gives them the power to remove the child to suitable accommodation if we feel they are at risk of suffering significant harm. (Harrow Council, 2015) Therefore on review I believe we made the correct choice for all vulnerable people in this situation. Before calling social services, we analysed our options and contingencies, we reviewed if there was anyone to have the children as they couldn't attend hospital with their mother however due to them recently moving from Poland there wasn't any family/friends available to assist with childcare. We created a contingency plan to see if the female was able to go to another address when she comes out of hospital. This was sorted with the local council, and they found her another address with the children. We also encouraged the female to get in touch with Woman's aid and DV counselling. This gives her the option to chat to someone online, via the phone, email and gain support during this

time. Again, I feel we acted appropriately in this scenario and offered support to all vulnerable persons in this incident. (College of Policing, 2022) I also analysed the incident and completed a DASH checklist, this is used to help identify the level of risk to the victim. "The victim may fear their child(ren) being harmed or killed. If this is the case, take this threat and fear seriously." (Richards, 2009-2016) Therefore my decision was justified to protect the children from any future abuse. I utilised the RARA Model as a Risk Management Framework Since both the children and female were at risk and that the behaviour of the male was both physical and emotional abuse, I made the decision to make a referral to MARAC. "Multi-Agency Risk Assessment Conference is a meeting where professionals share information on high-risk cases of domestic abuse and put in place a risk management plan." (Lambeth, 2022) Personally I feel this was necessary to ensure the victim was protected, along with her children and a plan was outlined to help manage the offender.

The action at the scene was he was arrested and placed in custody, this decision was made after assessing the future risk to the female and her children. "An arrest is the police's power to detain someone in order to investigate or prevent a crime. The police's power to arrest is mainly regulated by the Police and Criminal Evidence Act 1984 (PACE) and the Codes of Conduct." (Liberty, 2022) I feel this was a proportionate decision as we reviewed the extent of injuries and knocked door to door to see if there were any witnesses. I believe all decisions we made were ethical, we also reached out to the children's schools to see if anything had been mentioned to them by the children and whether they had noticed any marks or changes in the children's behaviour. Overall, I feel the right decision was made as we acted with the public interest to get social services involved and as a result get the mother and kids out of house and away from the domestic abuse relationship. "A dynamic risk assessment is a process of assessing risk in developing and changing situations. You might not always be able to know the exact level of risk ahead of time. The risk levels might need to be continually assessed, even during the task or activity." (Darley PCM Ltd, 2022) Any decisions were re assessed along the way however it wasn't necessary to change any action as all was justified in these circumstances. It is vital that Police make ethical decisions in all circumstances to build public trust however research shows that members of the public would not want to be in the Officers position when it comes to making some decisions. During a survey of 2043 members of the public it was found that 68% of

individuals wouldn't want to be in the Police position and 40% found that challenges faced by the Police were harder than they previously thought. (Home Office, 2014) We always took an ethical approach and on arrival to scene ensured the couple were separated for their own safety and both felt listened to. We ensured communication was clear as their understanding of spoken English wasn't the best and explained to them along the way what was happening and what they could expect next. "The mission of policing is to prevent crime and protect the public. The objectives of saving lives and reducing harm are, therefore, entirely consistent with the police mission and the Code of Ethics." (College of Policing, 2022) From this incident I have learned it is crucial to protect the vulnerable individuals and ensure they feel safe and supported by the Police, so they are more likely to open up or reach out to us about Domestic violence going forward. There could be further consequences in the future if victims were afraid to reach out to us.

When recording details of the incident I wrote all information down on Pocket Notebook as well as ensuring that on arrival at the scene our body worn video was turned on. Research shows that body worn cameras can build the Police relationships with the community as well as minimising public complaints. (Goetschel, M., Peha, J.M, 2017) In this instance we could just listen and take notes of the information being provided, we couldn't take an official statement as the individuals were under the influence of alcohol. The consequences of my decision went against the father however I feel this is the best possible outcome for both female and children. As a result of my actions the father was arrested and could potentially lead to a court hearing. It could also mean that his children are taken away from him or any visits going forward need to be supervised, as well as him having a criminal record. On the other hand, we protected the vulnerable persons and as a result will gain confidence and public trust in that community.

To conclude I believe I made the correct decisions in the unpredictable circumstances we were faced with, and the outcome achieved the best possible result for the victim. The way we managed the situation not only protected us at the scene but ensured safety of both the female and children. As a result of making the correct decisions the Police Force will gain public confidence, minimise future crime and encourage the public to work collaboratively with us.

**Word Count: 1845**

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### Task 3

In the below I will discuss how leadership and teamwork results in better policing and maintenance of professional standards. I will also outline what causes a breakdown within teams and consider how we can overcome any conflict to improve team cohesion.

Team cohesion is defined as “A dynamic process that is reflected in the tendency of a team to stick together and remain united in pursuit of its goals and objectives despite difficulties and set-backs” (Oxford University Press, 2023) Team cohesion is important within any team to create a positive work environment and increase productivity. Within the Police force better teamwork will result in less resource needed at incidents due to teams’ effectiveness, therefore freeing up other officers for crime elsewhere. There are many reasons why teams struggle to function, this could include a lack of trust, individuals competing against each other rather than working together, diverse teams resulting in variety of views and beliefs and individuals working towards their own personal goals rather than the team goal. The Conceptual Framework, TERT, shows that Teamwork, Team spirit, Team Trust and Recognition and Rewards all lead to increased employee performance.

(Manzoor, 2011, p114) The police force is a diverse community, which benefits the force when it comes to making decisions as they have a wide range of views. However, on the flip side “Value differences increase relationship conflict because members have different values regarding the workgroup and its goals. Group members often take these differences personally, resulting in interpersonal animosity.” (K.Jehn) The Lencioni Model was a book created in 2005 that states ‘The five dysfunctions of a team’ which include Absence of trust, Fear of conflict, Lack of commitment, avoidance of accountability and inattention to results. I believe the key factor causing teams to not function properly is a lack of communication, leading to a lack of trust. Positive communication means everyone within the team has the information required to perform effectively, it builds human relationships which creates an enjoyable work atmosphere and boosts team morale. (Coursera, 2022) If communication is broken down it has the reverse effect, therefore negatively impacting the team.

One theory that supports the development of team cohesion is the GRIP Model, which I believe is an effective model for team building. The GRIP Model was developed in 1972 by Richard Beckhard and it outlines four areas for effective team work; Goals, Roles, Interpersonal and Processes. (S.Last 2023) This is a suitable model because everyone is

working collaboratively towards one team goal which means everyone's aims are aligned and therefore increase trust within the team which leads to increased productivity. It also requires everyone's roles to be identified meaning everyone is accountable for their own actions, as well as positive communication meaning the teams overall performance is enhanced. I believe the GRIP model is effective as it also outlines that all team members can deal with conflict efficiently and move on quickly. By working in line with processes it means all decisions made are justified, the procedures to follow are clear therefore successful completion of the workload. On the other hand, there are some theories for team cohesion that are less effective. One example is the Thomas-Kilmann Conflict Mode Model. This has 5 key areas Competing, Accommodating, Compromising, Avoiding and Collaborating. (S.Last 2023) For example accommodating can mean teams avoid conflict but as result individuals may miss out on sharing positive ideas. By avoiding sharing your view point it can result in poor mental health as the individual may be compromising how they really feel. Personally, I feel this is only suitable for making rational decisions in emergency situations when there isn't the time to sit and discuss a wide variety of opinions prior to making the decision (R.Garimella, 2018).

There are many ways to improve team cohesion and boost team performance. For example, encouraging team building. "Team building is the process of enhancing the bonds between members of a group to help them accomplish their goals more efficiently." (Indeed, 2021) This can increase team cohesion as it will lead to better communication, building trust, increased productivity. Team building can also help to identify leaders along with individuals' strength and weaknesses this can lead to better decision making as a team in difficult scenarios. Outlining clear group goals means teams will work more collaboratively by sharing a vision that they are all working towards. Accountability within a team is crucial as "Members of a high-performing team hold themselves accountable for the work they are responsible for." (J.Herrity, 2022) When individuals are held responsible for their actions it results in less unproductive behaviour and staff valuing their work, being more effective. Accountability also encourages individuals to take ownership of what they are doing and show the rest of the team they are a valuable member of the group, this will increase confidence as an individual and for the overall team, leading to job satisfaction. If staff are more confident in what they are doing this will be reflected when dealing with the public

and increase their confidence in the Police, which is likely to motivate staff to achieve goals. (W.Tanner, 2020)

Interpersonal conflict is defined as “any type of conflict involving two or more people” (C.Raypole, 2022) This conflict can occur due to many reasons including cultural differences, different opinions, conflicting values and beliefs and are more likely to arise in challenging/stressful situations like policing, it is likely to be a disagreement over policies, productivity or expectations at work. (M.Risser, 2022) There are several different types of interpersonal conflict; Pseudo, Policy, Value, Ego, all of which are likely to occur at some point within teams in the workplace. “Pseudo-conflicts arise when two parties want different things and can't come to an agreement.” (Indeed, 2022) This is likely to arise within Policing when officers are assigned a task and individuals have different ways of dealing with the incident and cannot come to an agreement. When it comes to resolution of interpersonal conflict it is vital to identify which method is best in that instance. For example, ‘withdrawal’ this is beneficial if the incident is minor and to save time being wasted you withdraw from the conflict to ensure productivity isn’t reduced. However, this is less effective in a major incident if you have relevant experience and beneficial ideas to offer, by withdrawing these are not heard and can result in the incident being dealt with in a less efficient way. Ego conflict can occur within the workplace and involves the conflict becoming personal, it can escalate quickly and take a while to be resolved due to human behaviour and psychological factors. Individuals become defensive as they feel they are being personally attacked. (E.Torres, 2015) When multiple individuals within a team are involved in an ego conflict it may be best to resolve this with a competitive method, if neither individuals will accommodate the others point of view. This involves the individual striving to show the other that their perspective is best so will attempt to achieve the goal their own way. This is a power-driven technique and is suitable if neither individual is listening to the others point of view and therefore a quick decision is made without considering the feelings and view of others but to do this you need to have clear evidence to back up what you are claiming. (MT Copeland, 2021) Value related conflict can occur when two or more individuals simply just have different views on a situation. It may appear the other is being stubborn, but it is due to different underlying values. (Indeed, 2022) I believe the best strategy to resolve conflict and enhance individual and team performance is

collaboration. This can take slightly longer than other methods however it will have long term benefits for the team going forward.

‘The Big Five’ is a model that outlines the components needed to increase team performance. This theory was outlined in 2005 and suggests that teamwork can be identified into 5 components “The core components of teamwork include team leadership, mutual performance monitoring, backup behaviour, adaptability, and team orientation.” (E.Salas,D.Sims,C.Burke, 2016) Furthermore this theory suggests that there are supporting mechanisms needed alongside these components, this includes shared mental modes, closed-loop communication, and mutual trust. I believe this is a good model to utilise when enhancing individual and team performance because it allows you to understanding others and therefore gain stronger relationships with one another, as well as using this theory to understand yourself. By understanding each other it means the team will work collaboratively, all commit to one goal and communicate better. (Canada.ca, 2023)

A positive team dynamic within policing is crucial to ensure officers comply with professional standards. “A well-functioning team works interdependently; each officer is mutually dependent on the other to get the job done.” (L.Bergner, 1997.p.10-12) A breakdown within a team can lead to officers diverting from these standards and therefore becoming less effective. As a result of this the team become less efficient meaning the safety of public is reduced, therefore losing their trust and confidence in the police force. It can also result in unprofessional behaviour, again resulting in lack of trust and confidence between team members and the public. The Code of Ethics outlines how improper conduct by colleagues should always be challenged and reported if you feel someone is falling below the expected professional standards. Police officers are expected to act in a manner that does not discredit the police force, therefore if the team isn’t functioning properly it could result in a dispute between colleagues and the public no longer the focus of the team. The code of ethics also states the duties and responsibilities of officers, if the team dynamic is poor then we are no longer demonstrating effective and efficient use of the police force as likely to require additional officers to resolve the incident. (College of Policing, 2014) Police are also expected to support their colleagues to the best of their ability whilst in work which will fail if there is poor team dynamic. Officers must ensure they are always doing the right thing and that they make the appropriate decision in that scenario based on professional

judgement, not based on their personal feelings. The policing principles include accountability, honesty and integrity, all which may be overlooked if making a decision based on emotion in a heated situation, meaning you aren't acting in the public's interest. We are also expected to lead by example so a lack of teamwork may mean you are not acting in a professional manner, therefore failing to comply with policing principles.

To conclude I believe that Police performance is directly impacted by the team dynamic. Within policing lack of teamwork would mean lack of professionalism. Lack of communication means unclear on roles and responsibilities, overlapping tasks, time wasting. No working strategy, poor action, lack of public trust. Increased training within the police and analysis of the team building theories should result in producing a strong team.

**Word Count: 1827**

### References- Task 3

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#### **Task 4**

In this essay I will discuss the difference between information and intelligence and how this is utilised to minimise criminal activity such as drug smuggling and county lines. I will explain how Automatic Number Plate Recognition (ANPR) is utilised as a resource to disrupt this.

Information refers to data that is obtained, recorded, and processed, it can come from a variety of sources such as the public, witnesses, specialist police intelligence operatives and community sources. Information must be processed for a policing purpose, must be up to date and constantly analysed to support decision making, it should be accessible for all forces across the country. The force has an IMS (Information management strategy) this outlines how information needs to be collected for best practise. (College of Policing, 2019) "The Authorised Professional Practice (APP) section on The Management of Police Information (MoPI) provides Police with guidance in relation to the collection and recording of information." (NYP, 2022) For the information to be held by Police it must ensure the Human Rights Act 1998 and Data Protection Act 2018 and met. There are 3 categories that the collection of information come under; routine, tasked and volunteered. When recording information Police need to decide whether to create a new record or update an existing file, it is vital any linked information is shared with partners to ensure the most effective policing.

Intelligence is how the police analyse this and process the information to minimise criminal activity. (College of Policing, 2023) Intelligence is much more accurate meaning that police can respond effectively as they have more detail therefore not wasting valuable time and police resources. The Police work with many other agencies such as National Crime Agency to assess the greatest threats and how they work collaboratively to disrupt the organised crime. (NCA, 2021) This is known as Evidence Based Policing which means the best available evidence is utilised to ensure best practise and support decisions made. "An EBP approach can be used by everyone in policing. It can be supported by collaboration with academics and other partners." (College of Policing, 2023) Evidence based policing allows us to also review how effective Police intervention is through research which is carefully conducted and peer reviewed. The Police have several powers that they can use when policing the road to minimise crime for example Section 60 of the Criminal Justice and Public Order 1994. This power allows police to stop and search vehicles where violence is expected in a specific

location. Once Police receive information on a vehicle in a certain area, they can therefore deploy more officers to this area and increase the number of stop and searches in that location. They also have the power to carry out covert surveillance on members of the public under the Regulation of Investigatory Powers Act 2000 (RIPA) RIPA manages the use of covert surveillance by providing a framework for surveillance activities. "The Act distinguishes between interception of private communications and communications data (Part 1), directed surveillance and intrusive surveillance." (Justice, 2023) Covert surveillance "is when the people being watched are not aware that this is happening. There are two kinds of covert surveillance. These are: monitoring you in public (directed surveillance) and monitoring you at home (intrusive surveillance)" (Liberty, 2022) The type of surveillance must be justified and proportionate as well as getting the relevant authorisation. Covert CCTV cameras are hidden from the public and are used to capture footage in certain environments, allowing Police to target crime hotspots. The key uses for Covert CCTV cameras are to stop organised crime, county lines and anti-social behaviour. (WCCTV, 2023) The hidden cameras mean a more discreet investigation can be carried out allowing police more time to gather evidence and increase their arrest rate. As a result of police success in stopping serious crimes it will protect the public and lead to increased public confidence. The main downfall to this is that it is rarely justified due to the ethical concerns as individuals are unaware they are being watched and therefore haven't given their consent.

The Investigatory Powers Act 2016 (IPA) states which powers can be used to interfere with privacy. (Legislation.gov, 2016) "Warrants authorising interception can only be issued by a Secretary of State, and must be approved by an independent Judicial Commissioner from the Investigatory Powers Commissioner's Office." (GCHQ, 2019) This is beneficial as it ensures that the interception is justified and proportionate for what it is trying to achieve. Intelligence-led policing means that by sharing information and collaborating with other agencies patterns of crime are highlighted and the police are then able to intervene to stop the repeat offenders. Predictive policing uses intelligence to predict where crime will occur next using data to distinguish patterns in a specific geographical area, allowing police to work more strategically to intervene prior to the serious crime taking place. (IACP, 2023) A multi-agency county lines coordination centre has been established, this brings together multiple forces to create a national intelligence picture. This allows them to prioritise the

more serious offenders and create a strategy to stop serious crimes. The collaborative working of multiple agencies means that a more comprehensive approach is used to tackle these crimes. Another benefit of this collaborative working is that as well as getting the offenders it also identifies those that are vulnerable and ensures they are safeguarded.

In 2020 the National Crime Agency launched Operation Venetic to attempt to crack the largest provider of encrypted communications called Encrochat. Encrochat is a messaging service with 60,000 users worldwide and is used for “coordinating and planning the distribution of illicit commodities, money laundering and plotting to kill rival criminals.” (NCA, 2020) The NCA and multiple other agencies worked collaboratively to target Encrochat through the sharing of intelligence, which led to the shutting down of the platform and many criminals being exposed. Operation Venetic was an extremely successful operation which led to 746 arrests and over £54 million of criminal cash being seized.

Automated number plate recognition (ANPR) is a technology used to identify vehicle registration marks (VRMs). “There are around 13,000 ANPR cameras that detect vehicle movement in the UK every day.” (Plate Recogniser, 2023) It can produce an image of the vehicle, this image along with the vehicle data is then sent over to the Back Office Facility (BOF) for storage. This information is then verified against a database to see if it is a vehicle of interest. (Avon and Somerset Police) The ANPR system is made up of many local and national databases to maximise its effectiveness. By logging an ACT report it ensures that the information reaches the largest audience therefore increasing its efficiency. “At present ANPR cameras nationally, submit on average around 60 million ANPR ‘read’ records to national ANPR systems daily.” (Police.UK, 2023) The Home Office report, Driving Crime Down (2004), identified two weaknesses in the system, one the waste of police resources, and the second was that public were being pulled over and unnecessarily inconvenienced. (Watson & Walsh, 2008.p6) ANPR cameras can be in police vehicles and at fixed locations however these locations are unknown therefore making them more effective in preventing crime. The National ANPR Service is a database that records the location of all ANPR cameras and for new ANPR cameras to be set up there must be a Data Privacy Impact Assessment (DPIA) carried out, this must identify that there is a need for this to prevent serious organised crime. They are also subject to a review to ensure that the location of ANPR cameras remains justified. There are many benefits to ANPR for preventing crime such

as added security. Often when an individual knows their registration plate is being recorded, they withdraw from criminal activity as know they are being monitored. It is a great benefit as can help cases where little or no information is known on a vehicle. It helps to track the vehicles whereabouts which is crucial in the prevention of criminal activities such as county lines or drug smuggling which are crimes that rely on vehicle movements across the country. ANPR in investigations can “identify the vehicle(s) in a particular location during particular time periods to assist in identifying a suspect, potential victims, or potential witnesses, for example, linking crimes or identifying witnesses to an incident” (College of Policing, 2023) ANPR data can be compared with various other sources which can enhance information and intelligence for example this data could be used for major crimes where they need to validate an individual’s movements/journey given in their alibi. The information from ANPR cameras can be utilised to identify any patterns in crime as well as highlight areas where there is a higher level of crime. For example, if a vehicle regularly makes the same journey on a specific day each week you could allow that vehicle to go one way and once identified then stop it on the return journey. An example of this followed the investigation into the fatal shooting of Constable Beshenivsky during November 2005. (Stelfox, 2007, p37) ANPR can also be used to find lost/stolen vehicles as well as uninsured vehicles. On the other hand, there are some negatives to ANPR that I have identified for example the incorrect reading of some number plates as well as being incapable of capturing dirty plates. ANPR sometimes produce a poor-quality image due to lighting, camera angle or software, therefore making these vital cameras ineffective. This can also occur if you are trying to monitor multiple vehicle lanes with a single camera, again meaning some vehicles may be missed due to a poor image. (K. Booth, 2021) If a vehicle is missed this can have a detrimental effect on a serious crime case. Another negative to ANPR is that it is not 100% accurate, it works alongside the DVLA system with which can take up to 5 days to update when a car is taxed, therefore flagging vehicle as untaxed or uninsured when this is not necessarily correct due to the delay in the database. (Cartaxcheck, 2023) As a result of this it can waste valuable police time and resource when they could be better utilised elsewhere.

To conclude I believe that information is the starting point for stopping prevalent crime however we need to have intelligence to verify this information and analyse the situation.

This then allows us to identify how is best to respond in this scenario. ANPR is a great tool that police must assist with policing roads, despite a few minor technical issues. It allows us to identify patterns, track vehicles and intervene prior to further crime being committed.

**Word count: 1730**

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## Task 5

|                  | Required   |            |                                                                                                                                                                                                                              | Rating     |                                                                                                                                                                                                             |              | Development Need                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>Knowledge</b> | Low<br>1-4 | Med<br>5-7 | <b>High</b><br><b>8-10</b><br><br>I believe officers knowledge needs to be high in all aspects of the job. The role involves being adaptable and being able to handle all types of crime therefore knowledge of the relevant | Low<br>1-4 | <b>Med</b><br><b>5-7</b><br><br>I feel I have a strong knowledge of most areas of the job however as I am reasonably new to the job, I am yet to have to put my knowledge for certain crimes into practise. | High<br>8-10 | Knowledge and understanding of case files- Inhouse training would allow to develop my knowledge on case files and assist with writing them. Could review a few of my colleague's case files to help guide my own. I need to ensure all notes are accurate and evidence is correct when at the scene to allow me to complete the most accurate files. The better my notes on the incident the more efficiently I will be able to produce the case file. Could ask my tutor to review some of my files and give constructive feedback to help me going forward. Hoping to develop my knowledge over the next 2-3 months with more practise. |

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|  |  |  | legislation is required. |  |  |  | <p>Bail applications- Support from mentor on how best to manage bail applicants to ensure I am dealing with them the most effective and efficient way. Develop my policing legislation through personal research and shadowing my tutor to help embed this knowledge. Utilised revision packs that I previously made and create a revision plan and identify one topic per week to look over to enhance my knowledge. Within a month I aim to cover all contents regarding Bail applications by doing 30mins each day. However, this will be ongoing for a variety of other topics as I continue my career withing policing. My partner will also test me daily after I have revised to ensure I</p> |
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|  |  |  |  |  |  | <p>have absorbed all information.</p> <p>Policing on roads- Lack of practise in this area therefore not very familiar with traffic. Would help to work alongside other officers who have this knowledge and experience to enhance my knowledge as an officer. The more exposure to policing on the roads the more confidence I will gain.</p> <p>MARAC Referrals- Need to increase my knowledge in all aspects of MARAC. Including learning more about the multi agencies, who to refer to, how to complete forms, who to get in touch with. I can do this through own personal research on College of Policing or utilising my Blackstones textbook. Also, could</p> |
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|               |            |            |                                                                                                                              |            |            |                                                                                                   | shadow my tutor whilst they go through a referral and then I have a go myself, with support of tutor providing constructive feedback on how I can improve going forward. Ideally would like to have all knowledge of this over the next 6 months so I am confident dealing with this independently.                                                                                     |
| <b>Skills</b> | Low<br>1-4 | Med<br>5-7 | High<br>8-10<br><br>Officers' skill set needs to be high, they need to be able to respond efficiently to all scenarios, even | Low<br>1-4 | Med<br>5-7 | High<br>8-10<br><br>I believe I have the skills needed to deal with almost any scenario. I prefer | Empathy- Need to put myself in the individuals position to better understand how they feel in that scenario. I can develop my empathy by practising active listening to understand not just what someone is saying but how they are saying this, their facial expressions, body language and what this is saying. I can also practise questions that could be useful to dig deeper into |

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|  |  |  | when it<br>can be<br>challengi<br>ng. |  |  | hands<br>on<br>physica<br>I work<br>and<br>very<br>keen to<br>get<br>stuck<br>in. | <p>their circumstances to better understand how they are feeling. By showing empathy it will allow me to better understand the communities needs and it will allow be to create a more positive relationship with the individual/community.</p> <p>First aid and CPR- Currently participate in the annual training programmes but refresher courses could be more frequent. These skills are often not utilised and therefore frequent training would ensure this is fresh in our minds. Would be happy to sign up to any additional voluntary courses that will maximise my skill set and ensure public safety.</p> <p>Burglary- Following on from the rise in</p> |
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|  |  |  |  |  |  | <p>burglaries there is a new legislation in place. This includes more golden hour principles regarding CCTV, getting witnesses, getting CSI, statements. To develop in this area, I will do my own revision on this legislation and then let my Sargant know I am happy to put self forward when a burglary arises. I work well under pressure so think being thrown in the deep end will help my skills develop.</p> <p>Drugs- At present I have dealt with basic drug incidents however I have a lack of skills for dealing with possession or big finds, for example serious organised crimes. Could develop my skills by broadening my knowledge on information and intelligence as well as utilising ANPR to track</p> |
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|                   |            |                                                                                                                                |              |                                                                                                                        |            |              | patterns or vehicle movements to help with any drug investigations. Could lean on my colleagues who have dealt with county lines cases to share their skills and any advice they have to prevent serious crimes.                                                                                                                                                                                                                                    |
| <b>Experience</b> | Low<br>1-4 | Med<br>5-7<br><br>I feel if officers have the correct knowledge and skills then experience doesn't necessarily matter. You can | High<br>8-10 | Low<br>1-4<br><br>Overall, my experience as an officer is low. I am new to the job and haven't yet experienced several | Med<br>5-7 | High<br>8-10 | New officer- Joined the force in October 2021 so still relatively new to Policing therefore need to gain experience in a variety of scenarios to increase my productivity. By working with the diverse team at my station it is allowing me to be exposed to a variety of different crimes. This is ongoing development and the further I get into my career the more experienced I will become. Moving forward I can share my experiences with new |

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|  |  | learn<br>and<br>gain<br>experie<br>nce<br>whilst<br>on the<br>job |  | serious<br>crimes |  |  | <p>staff members to help develop them as officers.</p> <p>Giving evidence in court-<br/>Attending court is something I am yet to experience therefore it is unclear exactly what would be required from when giving evidence in court. I want to familiarise myself with this process prior to a court hearing arising so I am fully prepared and confident standing up reading my statement. To develop myself in this area I could attend a court hearing to see exactly what is involved. Could reach out to my tutor or colleagues who have experience in court to see if they have any tips or advice for me to ensure I am fully prepared. This will be ongoing development until the situation arises.</p> |
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|  |  |  |  |  |  | <p>Serious crimes such as murder or rapes- as these types of crime are rare I am not as prepared for dealing with them. I can speak to other officers and lean on their experiences to help prepare. Also, I can practise strategies that help reduce stress as these will be useful after dealing with these types of cases. This could be through exercise, talking with family/friends, listening to podcasts. Personally, I find getting outdoors and participating in exercise helps me to switch off and deal with stress.</p> <p>Stop and searches- Due to a lack of stop and searches in my area I feel I am lacking experience and wouldn't be fully confident performing this task. In order to develop this I could go to</p> |
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|  |  |  |  |  |  |  | another area to assist with stop and searches, shadow officers who do it often to gain best experience and learn best practise. If any stop and searches do arise in my area I am happy to put myself forward to give it a go, personally feel it would be beneficial to do the first couple with the support of my tutor to ensure I am following all policies and procedures accurately. |
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**Word count: 1303**