



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 3 (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 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:

Organisational culture and the effect it may have on a new officer can be a positive or negative outcome. There are some that may lack in confidence in their abilities, such as I have experienced in my first six months or so, and there are others that may be confident or sure of their abilities.

Either of these two types of new learner to the police will experience a culture in their respective stations that will be unlike how they first imagined the organisation would be run. I can attest to this as I still keep in contact with my fellow colleague's I joined the organisation with.

My own experience has been one of conflicting values whereby there is a way that actions are carried out in real time policing that are different to the way you learn in a training environment. This could be described in the way that a statement is formatted, or the process of custody or police discretion in an incident.

These are not necessarily negative takes or shortcuts on police policy, in fact where discretion is used properly it can be a more positive way of dealing with the public and better for police/public relations, whilst maintaining public safety and upholding police conduct and ethics. This is supported by a report on Police Organisational Culture in trusting the police to use their discretionary judgment and understanding when to use police powers correctly, 'The importance of these powers is that although the police can invoke the law, they have discretion not to do so if an alternative resolution is appropriate', (Grieve, Harfield, MacVean 2007).

The responsibility I think of enforcing the law as an independent officer in regard to a tutored one is a massive difference. The level of responsibility sits on you primarily even though you have senior officers to question should you come to any barriers in decision making.

This ability to talk to my Sergeants and above as well as my peers with more service than me has led to positive 'clan culture', I feel the more I grow as an independent officer the more respected and trust that senior officers and peers have of my

opinion and decision - making abilities. Another factor of this is experiencing the experiences my peers have had and being able to relate to this physical and psychological shared incident. The sharing of these experiences or stories whether they be hyped up in some manner, dispense learning that is invaluable to new recruit's learning process, a sort of listen, learn and take heed of advice from experienced officers. Studies have shown how important these stories are for learning in the police, 'In accordance with these findings, research within the police context has highlighted how narratives are an important vehicle for learning in police education', (McNulty 1994; Shearing and Ericson 1991; Oscar Rantatalo and Staffan Karp 2018)

One negative risk of conforming to police culture is cynicism within the way the police operate, or how sometimes an officer can feel restricted in their duties from an inability to tackle outstanding workloads due to high call demand, or fantasies of how policing used to be.

This is true of most organisations but is magnified in police culture by the nature and of high amounts of admin for low risk 'emergencies', that aren't quite as severe as first reported. However, I believe it is impossible in any organisation especially the police to not get taken in by organisational culture, it is a form of fitting in and understanding an officer's new life choice as a police officer, 'Culture is how police officers, and any other group, make sense of their world and their role in it', (Valcore 2018).

I believe my personal values have not come to any risk of becoming skewed by the police at this stage in my career, by this I mean that my initial point of joining the police was to help and serve the community and to try and change things for the better.

I am aware of the opinions of other colleagues towards the organisation which are not particularly welcoming of certain policy changes and ways in which the organisation has changed since they have joined. On the whole these are not positive outlooks.

These opinions can have a negative effect on how I may view the job in the future, and it is a mind frame which I intend not to be involved with. With negativity being at the forefront of policing culture by an overwhelming percentage I intend to use a few strategies to overcome the effects this may have on my ability to help and serve the community.

I believe starting each shift with optimism, slowing down the thought process of information I am receiving and not "catastrophizing" this information and keeping physically fit to keep the mind clear, so as not to dwell on problems outside of work hours.

Optimism: This is a mindset that promotes resilience and a positive outlook on day-to-day duties, the ability to think in this manner produces less initial stress on a person's day and provides a positive outlook in place of a negative one. Of course, it is important not to be overconfident or even unrealistic about an incident or how you may be able to control the outcome of said incident. However, it does give an

element of control that people would not have with a pessimistic outlook and provides a healthy lifestyle and mental resilience to combat the working day. Neuroscientist Tali Sharot explains,

“Optimism affects physical health in at least two ways. First, expecting positive outcomes reduces stress and anxiety. This is beneficial given that chronic stress is detrimental to health, causing over-activation of the autonomic nervous system and the hypothalamic-pituitary-adrenocortical axis”, (Sharot 2011).

The optimism levels link in with the ability not to catastrophize events before they have been attended or dealt with. This is the over exaggeration of an incident or workload before it has even played out in real time or before you have all the information in front of you.

Catastrophizing has a negative effect on resilience and wellbeing and these negative thoughts can spill over into your personal time providing a vicious circle of ‘no down time’, as thoughts are constantly thinking the worst of a situation or dwelling on said situation, ‘Since catastrophizing involves ruminating about terrible things that have a low probability of happening, such worry is wasted negative energy that erodes emotional wellbeing’, (H. Lonsczak 2020).

The ability to stay away from this thought pattern via physical fitness which many believe gives a positive outlook on life, and reduces the ability to catastrophize minor problems, I believe the ability to endure through training which can often be painful or an activity which is not looked forward to, but ultimately has a positive outcome can be mirrored in a thought process to not magnify the stress of an upcoming task.

‘These improvements in mood are proposed to be caused by exercise-induced increase in blood circulation to the brain and by an influence on the hypothalamic-pituitary-adrenal (HPA) axis and, thus, on the physiologic reactivity to stress’, (Sharma A, Madaan V, Petty FD 2006).

Organisational culture be it a positive or negative aspect of the policing world reflects the culture we all live in today, this is modern day police officers for the modern-day world, ‘the police are the public and the public are the police’, (Peel 1829). By this principle, the greater the health, wellbeing, and resilience of the public via, social care, healthcare, and economics, the more positive an outcome this will have on organisational culture within the police service.

They are mirrored.

Word Count: 1279

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:

As has become apparent in the wake of covid and recent economic down turns, there is increasing demand on our social care and even more so a housing crisis. Each day in policing there are areas in society that have struggled in recent and prolonged history.

The crisis in which we find our healthcare and social care services has a profound effect on what is our main priority in policing these days, this priority is mental health and domestic violence related calls.

These calls take up the vast majority of incidents in day-to-day response policing and can be at times very difficult to resolve due to partner services also struggling with an ever-building workload.

The incident I was sent to in domestic violence terms was not at the greater end of the scale in the fact that there was no injury or complaint forthcoming, as it was not a victim that made the original call but a concerned neighbour.

The problems, however, to identify and deal with to ensure the safety and wellbeing of victim and child became more complex as the incident unfolded.

I had attended a call to assist a colleague for a neighbour that has called concerned of an ongoing domestic incident between a young couple who are the parents of a young child. On attendance it was apparent that the male in the relationship had left the scene and the argument mercifully, was just verbal and no injuries were sustained.

The overwhelming issue was the state of accommodation mother and child, (the child being two years old), were living in and the unsanitary conditions for a child to be exposed to. These conditions included mould on most of the walls and ceilings, lack of clean bedding, no food in the fridge, no gas cooker or microwave, no clean nappies for the child and general lack of hygiene.

This is unfortunately an all too familiar sight for struggling young families in deprived areas of response policing, as action for children's statistics state,

'Even before the pandemic, 4.3 million children were living in poverty in the UK, up 200,000 from the previous year – and up 500,000 over the past five years. That is 31% of children', (Hussain. H 2021).

After being with the mother for approximately half an hour the partner had called her giving me a chance to speak to him and see if there was any complaint from his side of which there wasn't. This allowed me to focus on the wellbeing of the mother and child as the partner stated it was only an argument and he would stay with a friend to cool off.

Using my national decision model, I gathered information and intelligence of the family using PNC to ascertain any outstanding information that may qualify for immediate action to safeguard the child, e.g., if both parents had warning markers or there were any domestic violence victim flags etc.

There were none but the mother being only nineteen years of age was taken into care as a child as her parents were negligent to her wellbeing and there were domestic violence markers for her parents against each other. This created an obstacle for one place of safety to take the mother to as her parents would have been my next port of call.

It is often quite common for victims or perpetrators of domestic violence to continue this pattern at an older age, '1 in 15 children were exposed to cases of intimate partner violence, with a worrying 1 in 3 children also experiencing acts of violence', (Plumptre. E 2021).

These staggering statistics show how common it is for children to be exposed to domestic violence.

Using the NDM to 'assess threat risk and develop a working strategy' I have also considered my 'powers and policies' in one motion as I have deemed this necessary to call the social worker via the control room and gain advice on any places of safety or policy I must consider, and I have informed the D.S. in my area of the current situation.

Knowing all too well the chances of finding social housing at such short notice are slim, finding an appropriate relative was the only real 'option and contingency' I had to use in order to provide safety for mother and more importantly the child.

Unfortunately, due to the incident being a Sunday and there being through lack of funding any available social care services I had been advised by the D.S and social

worker via telephone to seek a family member that had a clear record via PNC and our Niche systems to guarantee safety of the mother and child. By this time the partner's parents had turned up and they too had warning markers for domestic violence and Niche occurrences for neglect for their children in years previous.

They were insistent that they had a safe place to take mother and child but, it was explained to them that it would not be possible with there history of childcare issues.

Eventually, a place of safety in the form of the young mother's cousin was located and after performing relevant checks on the address and occupants it was deemed safe that they could both stay there for the short term, with her cousin stating that they were able to stay for up to a week.

This is obviously a means to an end but not a long-term solution, the housing crisis dictates the state that many struggling families live in and limit's victims of domestic abuse to staying in unsuitable accommodation, with their abusers so as not to become homeless, Shelter.org shares these facts and figures, 'Between March 2017 and March 2018, social and affordable rented stock decreased by 1,000 dwellings and the other public sector stock decreased by 13,000 dwellings', (shelter.org 2018).

This coupled with the effects of covid, and rising living costs has had a crippling effect on housing demand and where it is best placed leaving many victims of domestic violence or unsuitable housing to stay with family or friends.

With this in hand I resorted back to the possibility of domestic violence within the relationship to better record my findings, giving me more information to complete an accurate Public Protection Notice (PPN) for me to share with partner agencies, and better serve the victim in the near future.

This should be a detailed account of the incident and outline specific needs of the victim, and an officer's input of their own personal assessment of said situation must be given, to allow pinpoint service by Public Protection Officers,

'The DASH assessments rely on statistical information to predict how likely it is that harm will occur in the future. This then informs the advice that the police may give', (Dr. Dixon. J, Robb. M 2016).

If it is deemed by a constable to be a High-risk domestic incident then this will be reviewed by a Sergeant or above and may result in a strategy meeting, or (MARAC) Multi-Agency Risk Assessment Conference as a matter of urgency to safeguard victims.

The young mother refused to fill out a DASH (Domestic Abuse, Stalking, Harassment and Honour Based Violence form as she was adamant that there were no underlying issues in her relationship.

The DASH form was brought into policy in England and Wales in 2009 after being approved by the National Police Chiefs Council as a risk assessment tool to protect victims of domestic violence.

Still, I would have to fill this DASH out in skeleton form back at the station as a matter of policy as best as I could to inform social services of my findings when submitting the PPN. A formal complaint was not given of any violence and this too was recorded in my pocket notebook and signed by the victim.

On route to the place of safety the victim stopped to buy food for the child and nappies as there were none in her rented accommodation, this was also mentioned in the PPN to assist the victim with any financial worries or problems feeding herself and child.

Following the code of ethics set out by the force and the national decision model these greatly mirror my own ethics, thus dictating without hesitation my rationale to carry out the actions I did in order to safeguard members of the public.

My intention is never to take away from the parent their ability to raise their child or to give the impression that they do not have the capacity to do so, but to help them identify through our professional sight that help is indeed required on some level. Now as there were no previous incidents of domestic abuse or violence recorded with this particular family, further enquiries were made pre – taking mother and child to her cousin's address.

The neighbours were spoken to either side and opposite to establish any offences by my colleague and any other information that could be used to record for the investigatory report, of which there were none except for the initial call for shouting.

Overall, what wasn't deemed to be the most serious of domestic incidents, opened a plethora of issues such as housing, childcare, and financial issues. These were then risk assessed in a dynamic situation that threw up mainly housing problems due to unsanitary conditions and troubleshooting to find the best possible outcome, as there were limited services available.

I believe using the tools of risk assessment and decision models to aid my decision making based on my own ethics, a satisfactory service was carried out enabling the wheels to start turning for this particular victim.

Without the teamwork between police and partner agencies, police would simply be jumping from job to job and not solving the root cause of the problem in social and domestic care.

Word Count: 1636

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 cohesion and dynamics is essential not only to the balance of work life between colleagues but, to the quality of service that is provided to members of the public by the Police Service, through solid teamwork and an understanding of the level of competency that each individual should possess, in order to provide that service.

Learning through each other gives relationships within the team time to build and to improve team dynamics, the more people spend time with one another, the more you learn about weaknesses and strengths in a person and in time build a bond that will improve team dynamics and cohesion.

An important way in how team dynamics are built is through strong, fair, and supportive management. Good leadership equals good feedback from the team as they are more likely to respond positively to instruction and requests, 'management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims', (Koontz and Weihrich 1990).

This management can also drip down into the team itself and can identify certain roles with certain members of the team, for example, one member of a team might be a senior and take on a secondary role of that of the actual manager, another might be the person with fresh ideas, and in turn that could be passed on to a member of the team that can put the idea into theory or practice.

Dr Meredith Belbin (1981) put these team roles into categories of Action, People and Thought orientated roles with subcategories in each main category, altogether creating nine roles that sub-categorize the qualities needed to run a smooth team,

'He defined a team role as "a tendency to behave, contribute and interrelate with others in a particular way," and named nine such team roles that underlie team success', (Belbin 1981).

This model highlights the range of skills that individuals need to bring to make a full team as strengths and weaknesses vary. However, on a professional front that is only one side of the coin, as socially teams come from all backgrounds and walks of life. This will mean a difference of opinion and values which will be conflicting.

When joining a new team or when a new team is brought together to develop a working theory and come to a solution of a problem, then certain stages of team cohesion must be established to iron out any conflicting ideas or values and expectations of team members.

As a newcomer to a team, your role should be explained and the expectations of what you should be producing for the team laid out, any questions or queries should be put forward. Bruce Tuckman (1965) describes this as a 'Linear model of group development'.

This would start with building trust, secondly brainstorming, thirdly an understanding of individual responsibilities and then fourthly putting the work into a practical presentation. The Tuckman (1965) model calls this 'forming, storming, norming and performing'.

This is not to say that once one stage has been completed then it will be onto the next, just as relationships change, work roles and responsibilities may change bringing the focus back to the previous stage. Bale (1965) explained this a 'cyclical' and changed Tuckman's theory from a linear, to cyclical.

Teams, such as the police are put together to perform a task and reach an end goal, 'A team differs from a group in that team members are required to complete a task or project', (Dr Towler 2019). An important part of the team building process is manifesting close relationships which will build trust on a personal and professional level and sharing of information during a task or project will build that trust, lack of sharing can be a break in the teamwork chain,

'Despite having an extensive knowledge of the task at hand, a team will fail if the members cannot successfully share knowledge, coordinate behaviour's, and trust one another (Mathieu, Maynard, Rapp, & Gilson, 2008).

An experiment was conducted between eighty students of twenty teams to complete questionnaires and to complete tasks after watching three emotionally induced videos, (Qian Wang et al 2020).

This was to prove that positive 'contagion' between a team has positive effects and negative promotes less return on team outcomes. In fact, it highlighted that positive 'contagion', or the idea that a team that starts with a positive mental attitude, or in turn builds good relationships before a project is carried out, this will have a productive end result.

Another factor is the hierarchal scale in a team. Naturally there is a leader or a manager of a team as this person needs to delegate and oversee individual workloads within a team, and then best advise or focus their team member on their performances.

But for most team experiences and from personal experience it is the manager's ability to take, value, and process the information from their team to better promote the team in the right direction. A manager or team leader should be approachable and not seen as a figure to report to just to make decisions, the team as a collective need to make these decisions.

Culture: The culture of draconian rules where a team should do as requested, or ordered, and not question a leader was devastatingly highlighted after a Korean Airline flight 801 crashed killing 228 of the 254 people on board in 1997. This was the result of a culture whereby it was considered 'disrespectful' to question a superior officer in the face of overwhelming evidence that a team knew it was in danger of descending too quickly, 'Investigators said the Korean culture doesn't easily tolerate contradicting superiors' (Swoboda 1999).

The deputy flight crew would not declare their knowledge of the flight instruments indications to overrule the decision of the Captain because of this 'hierarchal' culture and this led to their demise.

Fortuitously, this disaster promoted a change for the better in culture and revised training for flight crew teams to abide with FAA regulations. This is a stark example of the lessons learned through communication and a neutral team attitude.

Inter-personal conflict can, however, enter a team through a number of different avenues, such as ethical background, personal values and strong personal relationships between team members.

Interpersonal conflict is defined as, 'Interpersonal conflict refers to any type of conflict involving two or more people. It's also different from an intrapersonal conflict, which refers to an internal conflict with yourself, (Orechwa 2022).

This can occur in any team but is especially volatile in small teams. A consideration for a reason of conflict may be because relationships have already been established, jealousy of another's recognition in the team, or an inability for one or more members to share and communicate for the good of the team, usually for their own gain, but to the detriment of the collective.

There are a number of ways in which to overcome this conflict should it arise, and they should be done in haste as, if left to fester there may be an unwillingness for the parties to engage.

There are five main types of disposal for interpersonal conflict, 'Competing, avoiding, accommodating, compromising and collaborating' (University of Minnesota Library's 2013).

Competing and avoiding by nature are negative answers as there will be a 'loser' say on one side of the argument. Usually there is a competitor that is stronger, and if a louder, more alpha member of the team is more likely to put their case forward this will promote more members of the team to adopt an 'avoidance' tactic.

Accommodating can also be seen as yielding to conflict but can be useful in the right situations, for example if you are confident in your abilities but think another member of the team will benefit from getting their idea or point across then, to build team cohesion you can accommodate and build relationships,

'The context for and motivation behind accommodating play an important role in whether or not it is an appropriate strategy. Generally, we accommodate because we are being generous, we are obeying, or we are yielding (Bobot, 2010).

Finally, compromising and collaborating, the former being a way in which may be viewed as passive by some but indicates to the conflicting party that you are willing to yield for the sake of the relationship. This may result in further compromise from them also but is not guaranteed. The only way to completely overcome this is to collaborate and merge the ideas and thoughts of a team to come to a positive end result.

Negative impacts of team dynamics: The Police Service operates by a code of ethics, and at the forefront of this mantra is honesty and integrity, this means to be able to work in a team the ability to voice issues with colleagues is imperative for the integrity of the team.

Team dynamics can have a negative effect with policy and ethics if there is a tight knit group,

'A primary social identity is to serve and protect the public. However, another social identity—a strong belief that officers protect their own—forms the moment a recruit first joins the police culture', (M. Bret Hood 2015).

This culture described by (M. Bret Hood 2015), sheds a light on the us versus them phenomenon against the public and can be detrimental to the justice system being followed to the letter. For example, this can lead to policy and, or legislation being overlooked in order to protect a colleague from any reprimand or disciplinary action or failing to adhere to the Police and Criminal Evidence Act.

This tribal attitude can have just as harmful an effect on policy and procedure being carried out as can a fractured team. Mental health effected by the stressors of police work can and will infiltrate a team, eating away at the fabric of the team dynamic. This can be brought on by stigma or inability by the force to recognise symptoms of mental health,

'The understanding that treatment-seeking is stigmatizing, despite Millar's findings, further supports that police culture contributes to the construction of barriers around mental health and treatment-seeking', (Ricciardelli. R et al 2021).

It is paramount that mental health is routinely kept in check by supervising officers, so as to limit any discontent in the ranks and overall effectiveness for Team Cohesion as the Supervisor is an integral part of the team.

Cultures, backgrounds, tactics for combating interpersonal conflict, and strong leadership should be the fundamentals for a neutral productive team. Within the Police Service this should be focused on, we are at a time in history where opinions are divided more than ever. As the police are only human and reflect the views of the public, it is indeed the public who have a responsibility to be a team.

Word Count: 1802

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:

Information and intelligence are integral to the disruption of serious criminal activity and the main component for a positive conviction rate. We are more connected than ever in today's society and through the advent of technology such as the internet, personal devices etc.

This has all benefited criminals ten-fold in the last twenty years or so, but one thing remains the same, transport. Criminals have used vehicles to move goods, people (victims), and themselves since their very emergence. Using the arteries and veins in a network of road systems can be very advantageous for the average criminal, for professional criminals it is key to the survival of their illicit businesses.

Efficient roads policing not only keeps the public safe but creates a stranglehold on the supply of whatever criminals may be moving within these vehicles. Highly trained officers using a number of tools at their disposal, such as Management of Police Information, Automatic Number Plate Recognition Camera's (ANPR), CHIS (covert human intelligence source), intelligence reports etc.

Intelligence, "intelligence is not what is collected, it is what is produced after collected data is evaluated and analysed" in this case both by computers and by law enforcement professionals', (Fritsvold. E PhD 2022). This can come from a number of different sources be it, local unit's that have located activity, a member of the public, a victim of crime or anonymously. Whichever means of intelligence has been dispersed it needs to be cross referenced for validity and accuracy.

An officer will submit an intelligence report but not before it has been managed and evaluated to assess the information's credibility before it can become usable intelligence. This will need to be recorded for auditing purposes and have an evaluation completed by the reporting officer to decide its validity for future use, (College of Policing 2022).

Road's policing duties naturally will lead to intelligence, with onboard ANPR systems police officers can be more proactive than ever, with every vehicle stopped there is an opportunity if legislation meets, to search the vehicle and persons within. Under Section 6 of the Road Traffic Act 1988, persons suspected to be under the influences of substances are required by officers to undertake a preliminary test.

Every person that is found to be under the influence builds up a map of affected areas, this can lead to patterns leading to and from local towns and cities giving police more accurate data on possible drug dispersal areas or runs/routes.

The ability for police units to pro-actively stop drug drivers and crack down on these problem area's sends a message to organised criminal gangs that there is higher risk of being caught. This in turn will have an effect on other parts of illicit trade such as child sexual exploitation, modern slavery, human trafficking, and drug trafficking which are the mainstay for criminal gangs.

For example, if a source divulges information to an officer that a certain vehicle has been seen to be driven by a person for the commission of a crime then that will then be entered using an Intelligence report and graded under the 3x5x2 system.

The college of policing 2022, explains this system is a means for accessing the source evaluation, (whether it has come from a known source or not, and if it reliable).

Next, is the Information and Intelligence, this will cover where the information has come from, be it an anonymous source, if it is first-hand from the source in the form that they are a witness, it could be hearsay so second-hand information and either corroborated or not. The officer through past experience and using past intelligence may suspect it to be false and it should be explained why in the rationale.

Lastly is the dissemination will be graded using a handling code, this comes with conditions of lawfully sharing intelligence with or without conditions. This is a risk reward strategy that places great focus on the ethics and relevance of sharing intelligence, for public safety and the safety of the source. Not until this information has been processed accordingly can it be called valid intelligence.

Roads policing above all is there to reduce risk, 'the public expect us to deal with those who break the law to help reduce road risk and increase safety, (Chief Constable Bangham. A 2018). The more criminal activity is on our U.K highways the more risk there is to the public. Criminals will take ever greater risks to evade police on our roads systems, putting the public in harm's way and causing a financial deficit in the public purse, through disruption on highways and focused resources to tackle roads crime.

One way of focusing the resources of road policing is to engage effectively with partner agencies such as customs and driver and vehicle standards agency officers, the agencies will have more often than not, up to date intelligence gathered by highly skilled teams on problem areas.

In cases of county lines gangs, human trafficking, drug smuggling, counterfeiting and child sexual offences, they are more often than not linked, in order to fund other criminal activities. One valuable source of intelligence from a partner agency can lead to an operation being initialised.

A valuable source of this intelligence is through ANPR cameras, not only are they available in roads policing vehicles but they are scattered through England and Wales on motorways and other carriage ways. These cameras give an insight into the movements of vehicles used in the process of criminal behaviour.

One ACPO project launched in 2003 highlighted the importance of the introduction of ANPR, “328 stolen vehicles were recovered, with stolen goods also recovered on 101 occasions and drugs seized on 211 occasions”, (RoSPA 2004).

These results paved the way for an initiative for ANPR to be available in every force area by 2005 through an ACPO scheme named ‘project laser’.

The ANPR cameras work in sync with Number Plate Reading Devices (NRD's), the number plates that are linked to criminal activity are tracked and patterns for these journeys can be mapped giving police and partner agencies an insight into the movements and motives of serious crime.

As ANPR can be used through partner agencies such as the DVSA they can help identify untested vehicles, and unlicensed, uninsured, drivers and check that business owners have the relevant operating licences, failure to comply with this can be seen as causing or permitting drivers to use vehicles for the commission of business,

‘Searches of ANPR data can confirm whether vehicles related to an investigation have been seen. This can speed up investigations that DVSA carry out, e.g., in cases of tachograph fraud’, (Gov.uk 2020).

Other tactics using ANPR are the ability to trace ‘convoys’ of vehicle on highways, this is usually carried out through researched intelligence so camera's can be manually targeted, but data mining and AI (Artificial Intelligence) techniques are being used to map criminal movement,

‘By applying automated data mining techniques to ANPR data, our solution will enable criminal investigations to focus on medium and high priority issues such organised crime as opposed to minor traffic infringements, and thus can help to justify the growing use of ANPR to the public at large’, (Dr Li. S & Prof. Ho. A 2014).

As non-roads police officers also use the roads regularly in day-to-day patrols, it is paramount that they understand basic traffic legislation to be able to stop and investigate any vehicle being driven on UK roads. Statistics show those likely to be committing a moving traffic offence are likely to be in the process of other crime.

Operations put together through intelligence and planning can pinpoint officers to hotspots so as not to waste any resources and gain maximum conviction

opportunity, operations such as Utah in 2007, 'In total, nine Utah operations have been completed which has led to: 162 arrests, Class A drugs recovered with a street value of over £200,000', (Dep. Chief Const. Simon Byrne 2022).

In cases with large heavy goods vehicles there is ample opportunity for criminals to capitalise on the busy strategic road networks of the U.K. In Wales alone there are 27 trunk roads leading up and down the country. The South, North and Mid Wales Trunk Road Agencies work with police to maintain the safety and traffic flow on our highways.

There have been high profile human trafficking tragedies of late in the U.K, such as the thirty-nine Vietnamese nationals that perished after being driven from what is believed to have been Belgium to England. It is highly likely that these people weren't just being illegally transported but, were being exploited by a criminal gang for the purposes of modern slavery, sexual exploitation for criminal financial gain.

Road's policing specialist officers in present times are on the forefront of organised crime gang activity. Gone are the days when "traffic officers" were solely focused on traffic legislation and driving offences. With criminal activity on our roads becoming more sophisticated, specialist road's police officers, along with intelligence lead police tactics, can tackle crime with a number of weapons in their armoury.

One such weapon used is drug wipes, since the appearance of county lines gangs, drug smuggling and drug use has risen, and this has seeped into public life making our roads more dangerous than ever.

Road's police officers carrying out drug wipe tests have an uphill battle to face as drug's become more prevalent in our societies, '12,391 people were convicted of a drug driving offence in 2019', (Webster. E 2021).

Statistics like this show that convictions for drug related driving offences usually followed previous convictions for similar offences, including theft or burglary, (Webster. E 2021).

Of course, effective policing of the roads is only possible through skilled teams of officers who are trained to gather information and disseminate intelligence coupled with experienced driving tactics and methods to stop criminals safely, whilst maintaining flowing road systems.

Word Count: 1645

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:

Subject: Interview Techniques

Knowledge - Required: High / Rating: Low

Skills - Required: High / Rating: Med

Experience - Required: Med / Rating: Low

Specific: To be specific I will need to improve on my interviewing techniques in regard to my tier 2 training. The set up of presenting the case to the offender and using the evidence to plan my challenge and conclusion phases needs to be honed in order to properly give the best opportunity for positive action against offenders.

Measured: This can be measured through looking through my past interview video recordings and seeing at what point in the interview certain aspects need to be brought in. A higher conviction rate will be a good measuring tool of this reflection. My Sergeant can review any footage for advice on how best to plan my interview.

Action: Better time management of my interview planning and disclosure tactics needs to be re-visited. This is always not possible due to high work intake. The interview plan should involve more open questions for the possibility of further questions through drawing out answers with tell, explain, and describe questions.

Realistic: This will inevitably take time as handover interviews is a skill learned through experience and often mistake making. PACE and disclosure rules have always been followed to the letter by myself so that is one aspect I am confident with. I will practice planning interviews based on past experience and learn new avenues for more efficient planning.

Time: I hope to be at a high level by the end of my three-year probation.

Subject: Roads Policing

Knowledge - Required: High / Rating: Med

Skills - Required: High / Rating: Med

Experience - Required: Med / Rating: Low

Specific: The amount of traffic stops conducted by myself has been minimal for the most part as I have only just come out of my blue light training and this has limited me from carrying out actions such as issuing T.O.Rs. Now I am blue light trained this gives me an opportunity to investigate moving traffic offences.

Measured: This can be documented through conviction rate and body worn footage. Traffic Offence Reports can be filled in accordingly to correspond with the offence taken place and disposed of via partner agencies.

Action: This can be documented by my ability to use PNC correctly and by using intelligence reports throughout my area to target wanted vehicles. More experience in traffic stops will give me a better chance to explore legislation surrounding the legalities of uninsured, untaxed, and un-licenced drivers, in order to build a traffic portfolio.

Realistic: This again will be in a timeframe of this time next year, this is to be able to build up confidence and skills required for effective traffic stops, and to practice legislation surrounding traffic law.

Time: I hope to be at a Medium level of skill by December 2022 and a High level by July 2023.

Subject: Case Files

Knowledge - Required: High / Rating: Low

Skills - Required: High / Rating: Low

Experience - Required: Med / Rating: Low

Specific: This is a subject I struggle with greatly; I have attended a case files one on one session with a member of the case files team but as a lack of I.T skills slightly hinders my ability this has a great impression on my case file input.

In short case files is an aspect of importance as I do not feel confident completing them by myself. Following NGAP and GAP guides gives me slight guidance but the understanding of the relevance of certain MG forms needs to be understood in order for me to confidently fill out these documents.

Measured: This can be measured through clear feedback from the CPS and my Sergeant and or peers in my relief. I have obtained example redacted files for learning purposes.

Action: Put simply I need time to sit state eight and carry out case files, I will then use successful files to keep as a guide for my file portfolio and development folder. I have studied examples set out by the domestic violence case file team to also use as a study aid.

Realistic: With numbers and case load at the moment, files is an important aspect as I have a number to complete, my supervisor is giving me time in the near future to tackle with them my case file load for one on one learning.

Time: This realistically will be a slow learning process and will need full attention for absorbed learning. I intend to request a file team input once more, for up-to-date input as there have been a number of changes of recent. My skills are low at the moment so I anticipate this will not be a completed skill until the end of my probation.

Word Count: 799

Knowledge, Skills and Experience Assessment

	REQUIRED			RATING			DEVELOPMENT NEED
KNOWLEDGE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	

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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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